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Secondary employment by Western Australia police officers: Factors influencing multiple jobholding and the relationship to organisational commitment

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**Secondary employment by Western Australia
police officers: Factors influencing multiple job-
holding and the relationship to organisational
commitment.**

This thesis is presented for the degree of
Doctor of Philosophy

Hamish McKenzie

**Edith Cowan University
School of Business and Law**

2017

ABSTRACT

The purpose of this study was to determine if there is a significant relationship between secondary employment by Western Australia police officers and organisational commitment. The study also examined whether there was a relationship between secondary employment of Western Australia police officers and, gender, work location, employment hours, rank and tenure. Finally, the study sought to understand why Western Australia police officers undertook secondary employment. A mixed methods approach to research was undertaken with 5756 Western Australia police officers sent a survey adapted from Meyer and Allen's Three-Component Model (TCM) Employee Commitment Survey (2004). This survey tool is based on earlier studies by Meyer and Allen (1991) which suggest commitment consists of three components which they referred to as, affective commitment (an individual's desire to remain with the organisation), normative commitment (an individual's level of obligation to remain with an organisation) and continuance commitment (an individual's belief that they need to remain with the organisation). The qualitative stage of the study followed which involved content analysis of interviews with 20 Western Australia police officers who indicated they engaged in secondary employment within the last 12 months.

The findings of this study reveal that whilst affective, normative and continuance commitment was greater for Western Australia police officers who did not engage in secondary employment compared to those who did, it was only continuance commitment where this relationship was found to be significant. In addition, the study found there was a significant relationship between secondary employment and gender specifically, male police officers were more likely to engage in secondary employment compared to female police officers. Finally, when the motives for Western Australia police officers to work a second job were examined, it was found that enjoyment of the job exceeded financial reasons as the primary motivating factor.

The results of this study should allay the fears of those within law enforcement who believe secondary employment is detrimental to their organisations. These findings reveal secondary employment can instead benefit law enforcement agencies, both through improving the psychological health of their employees and through the introduction of new skills learnt in these secondary occupations.

DEDICATION

This thesis is dedicated to my beautiful family, my wife Cara and children Darcy and Hannah. Their unwavering support and love has enabled me to complete this journey. Without them I am nothing.

To my parents who worked hard and sacrificed a lot. They provided me with a loving home and a sound education which is the foundation on which this thesis is built. They taught me to never, never, never give up.

This thesis is also dedicated to my second family, the men and women of the Western Australia Police. I have worked with them, I have laughed with them and on occasions I have cried with them, a more noble profession you will never find.

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Finally, I would like to acknowledge the men and women of the Western Australia Police who took the time to participate in this study. It is my fervent desire that the results of this study are beneficial in improving your lives, both at work and at home.

The declaration page is not included in this version of the thesis

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CHAPTER ONE

INTRODUCTION

Five years ago, whilst reading the Saturday morning paper, I came across a job advertisement which caught my attention. The advertisement from a local technical college sought a casual lecturer in legal studies. I initially dismissed the advertisement but over the coming days the thought of lecturing on a casual basis on top of my policing career excited me. I had worked with a number of police officers over the years who held second jobs. The diversity of the jobs worked was only matched by the variety of reasons they provided for working them. After working as a police officer for nearly 30 years, I decided to take the plunge and try another career, even if it was only a 'job on the side'. I was successful in obtaining this position and over a three year period juggled being a police officer with lecturing.

During this time there were a number of occasions when I was inadvertently not paid for my second job. At the time this did not overly concern me as I had money coming in from my policing occupation, and in reality I enjoyed lecturing and would have done it for no pay at all. This made me think that if working a second job was not about the money for me, how many other people worked second jobs for reasons other than financial? As I spoke to my colleagues who worked second jobs, I began to understand that money was not always a motivating factor for them either. I also encountered many police officers who believed their colleagues who worked second jobs were not as committed to their role as police officers as they were. From these two sentiments the idea for this dissertation was born.

1.1 Definition of Terms and Scope

Before proceeding further into this study it is important to note the term *secondary employment* will be used interchangeably with other terms found in the literature including, *multiple job-holding*, *moonlighting* and *second jobs*. All terms are used to describe the situation where an individual holds a job which is secondary to their primary employment. This study relies on the Western Australia (WA) Police definition of secondary employment which states that it is "... paid employment of any kind undertaken by any WA Police personnel that is in addition to their public office" ("WA Police Manual (HR-12.00 Secondary Employment)," n.d.).

This research also focuses on one particular type of secondary employment, one which is known to and approved by the officer's own agency. Several others types of secondary employment exist including, secondary employment which has no police service awareness or approval and, secondary employment which is both regulated and arranged by the police service (Lippert & Walby, 2013). The decision to focus this study on the former is due to the other types of secondary employment being prohibited by the WA Police. This research will also focus on those individuals who work in a primary job in a full-time capacity and then work lesser hours in a secondary occupation.

Whilst there have been many definitions of organisational commitment over the years, this study utilises the definition of organisational commitment as developed by Allen and Meyer (p. 252, 1996) which states organisational commitment is "... a psychological link between the employee and his or her organization that makes it less likely that the employee will voluntarily leave the organization."

1.2 The Three Component Model of Organisational Commitment

The multi-dimensional approach to commitment as proposed by Meyer and Allen (1984; 1991), is widely accepted as offering the most comprehensive explanation of commitment. This approach suggests that commitment consists of several components and is not uni-dimensional as was argued by earlier researchers such as Becker (1960). For these reasons the Three Component Model (TCM) of Organisational Commitment as devised by Myer and Allen (1991; 1997) was used to measure commitment in this study.

This model proposes the following themes, affective, continuance and normative commitment. Affective commitment looks at how emotionally attached an employee is to an organisation. An employee with high levels of affective commitment will remain with an employer because they want to do so. Continuance commitment refers to the commitment an employee feels to remain with an employer because of the costs involved in leaving. Finally, employees with strong normative commitment remain with an employer because they feel they have an obligation to do so (Allen & Meyer, 1996). Meyer and Allen (1991) also argued that if viewed as types of commitment it may be suggested the three components are mutually exclusive, whereas it is suggested an employee can display all three forms of commitment to some degree or another.

For the purpose of brevity, the term organisation commitment will be referred to as OC from this point throughout this study.

1.3 Introduction to the Problem

We often think police officers have just the one job, policing. However, for some being a police officer may be one of a number of occupations individuals undertake. In WA 7% of all police officers work a second occupation (D. Edwards, personal communication, October 26, 2016). The number of police officers who work a second occupation has decreased slightly from 8% in 2012 (D. Macleod, personal communication, November 1, 2012). From carpenters to musicians, butchers to trainers, horticulturalists to wedding celebrants, the list of secondary occupations is a long one. Whilst it may appear amusing to some to watch your local police officer playing in a band or even conducting your wedding ceremony, for others the thought of a police officer investigating a serious crime after working long hours in another occupation is concerning. Amongst some police officers there is a belief that not only will colleagues who participate in secondary employment be more fatigued but they will not be as committed to their role as police officers as they are to their secondary occupations.

Past research into commitment within organisations such as the police, has sought to measure commitment as a means to examine work attitudes and behaviours (Baba & Jamal, 1992). A study by Baba and Jamal (1992) found that whilst there were no discernible differences in factors such as absenteeism and job stress between those employees who worked a second job compared to those who did not, one area where there was a significant difference was OC. They found that OC to the primary employer was higher in those workers who only held one job compared to workers who held two or more. One aim of this study is to determine if this is also true for WA police officers.

In addition, the study will examine why WA police officers undertake secondary employment. There are a number of motives which will be reviewed in the literature in

Chapter Three which include, financial (Dickey, Watson & Zangelidis, 2011; Shisko & Rostker, 1976; Wilensky, 1963), the Heterogeneous Jobs Model (Conway & Kimmel, 1992), the Insecurity Model (Wu, Baimbridge & Zhu, 2009) and, the energic/opportunity hypothesis versus the deprivation/constraint hypothesis (Jamal, Baba & Riviere, 1998). The answer to these questions is important as it will allow the WA Police executive to review their secondary employment policy with an understanding of how secondary employment may impact upon the OC of their employees. Finally, the results will also add to the wider discussion on secondary employment with particular focus on police officers who work second jobs.

1.4 Background of the Study

Organisations across the world seek employees who perform at their best and bring greater outcomes to their companies. This is no different for modern day police forces who also seek high performing individuals and spend a lot of time and money in training their police officers, but what happens when being a police officer is not the only job that individual has? When a police officer has another job, are they as committed to performing the role of a police officer compared to their one job colleagues? This question is the fundamental basis for this study.

The latest data collected by the Australian Bureau of Statistics on multiple job-holding in Australia, identified that in 2007 over 657,000 Australian workers held more than one job. As indicated in Figure 1.1, this rate has remained relatively constant over the years and represents 6% of all employed workers in the country (Australian Bureau of Statistics, 2009). Research (Alden, 1982; Brunet, 2008) suggests this rate is slightly higher than other countries with comparable economies and cultures to Australia such as the United States with 5.3%, Canada with 5% and the United Kingdom with 5.4%.

Whilst the ABS data is useful in determining how many employees engage in multiple job-holding in Australia, it does not explain why it is being performed.

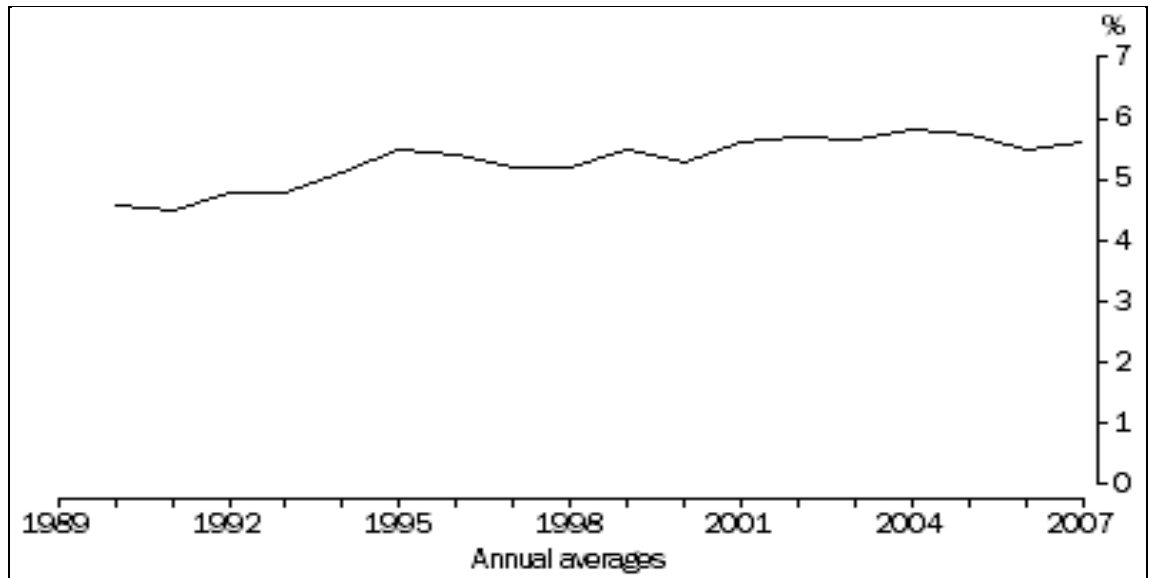


Figure 1.1. Proportion of workers with more than one job - 1990-2007

Source: ABS Labour Force Survey (Australian Bureau of Statistics, 2009).

Financial reasons are often cited as the main motivating factor influencing an individual's decision to work a second job (Dickey, Watson & Zangelidis, 2011; Taylor & Sekscenski, 1982). Individuals decide to work an additional job either because their primary job cannot pay the salary they want or they cannot work the additional hours required to bring their salary up to the required level (O'Connell, 1979; Shishko & Rostker, 1976). Whilst for most employees financial reasons feature significantly in their motivation to work a second job, this is not the case for all. Some decide to take on another job to, learn new skills in an occupation they are considering pursuing, perform activities which are of interest to them or, obtain job satisfaction which they do not receive in their primary job (Dickey, Watson & Zangelidis, 2009).

Other studies have suggested an individual may work more than one job as an insurance policy in the event they lose their primary occupation (Bell, Hart & Wright, 1997) or if their primary occupation is one to which they have an emotional connection (Lunborg, 1995). There may also be other influencing factors relating to an individual's social identity and how they perceive themselves (Ibarra, 2004). Individuals form opinions about others according to their occupations (Ashforth & Mael, 1989) and whilst this may be an unreliable way to judge another person's character, social identity theory argues that it does allow us to form opinions about our own selves. As a result, an employee who works as an accountant during the day and sings in a band at night, may perceive themselves as a singer but want others to perceive them as an accountant in certain social settings (Lewis, 2011).

Finally, whilst the motives of employees to work a second job is reviewed, the study will also seek to determine if there is a correlation between variables such as gender, employment hours, work location, rank and tenure on secondary employment. This information will provide the WA Police with a more detailed insight into their workforce, allowing policy decisions on secondary employment to be based on empirical data.

1.5 The Western Australia Police

1.5.1 Employees

The WA Police are responsible for policing a state population of 2.4 million people and a geographical area of 2.5 million square kilometres, making it the single largest geographical police jurisdiction in the world ("WA Police / About us," n.d.). In order to undertake this function the WA Police employ a total of 8096 staff (as of January 6, 2014). These employees are divided into two distinct work groups, sworn

and unsworn staff. Sworn officers account for 5965 staff or 73.7% of total employees and comprise police officers, police auxiliary officers and Aboriginal liaison officers. The overwhelming majority of sworn officers are police officers who make up 97.2% of total sworn staff. Unsworn staff account for the remaining workforce and undertake a variety of support roles from Customer Service Officers to Executive Managers (“Step Forward (police staff),” n.d.).

1.5.2 Working Conditions

Sussman (1998) looked at the issue of the increase in people working second jobs in Canada. One of the questions she was interested in was how do they do it? In her study she reviewed data from a Canadian government survey on work arrangements and found people in the general population who had second jobs were less likely to work the traditional Monday to Friday working week. In addition, not only were they more likely to work less than five days a week but they were also more likely to have their working days change from one week to the next. An empirical examination of the motives of individuals who undertake secondary employment found the flexibility of an employee’s work schedule was an important determinant on their decision to undertake a second job (Dickey, Watson & Zangelidis, 2009). In order to understand how it is possible for WA police officers to find the time to work a second job, it is important to describe the industrial agreement which outlines the terms and conditions of their employment.

The *Western Australia Police Industrial Agreement 2014* sets out the number of hours per week a WA police officer must work. With some exceptions for higher ranks, a full time police officer works 40 hours per week. Within the industrial agreement there is flexibility provided to “...meet operational and service delivery requirements” whilst at the same time “...support work life balance...” (Western Australia Police Industrial Agreement, 2014, p. 21). Whilst most rosters worked by WA police officers consist of

either five eight hour shifts or four 10 hour shifts, there is scope within the agreement for officers to work a combination of seven, eight, nine or 10 hour shifts. The agreement also outlines the shift type police officers are required to work. These consist of a day, afternoon, evening or night shift.

WA police officers working an average eight hour day are entitled to have two days weekly leave during the week, whilst those working increased rostered hours may be eligible for additional weekly leave days. Increased leave days may also be accrued as a result of an officer working additional hours that are not rostered for and are classified as over-time worked. The officer may choose to be paid for the additional hours or accrue these as “time off in lieu of overtime” (Western Australia Police Industrial Agreement, 2014, p. 33). The decision as to whether an officer is to be paid for the additional hours worked or take the time off, is at the election of the employee. The employee however, can only take the leave period at a time that is mutually agreed upon between the employee and management and it must be taken within a two month period or the overtime is paid out. The flexibility provided for within the industrial agreement also allows police officers to take their six weeks of annual leave and three month long service leave entitlement as single days.

It is argued that the flexibility within the *Western Australia Police Industrial Agreement 2014* which allows WA police officers to accrue additional leave and take this at a time which is convenient, along with taking single annual and long service leave days, provides the opportunity for officers to participate in secondary employment.

1.6 Secondary employment by other law enforcement agencies

In 2008, Victoria Police undertook a major review of officers working second jobs. This review was initiated as there were growing concerns the current system was open to rorts, conflicts of interest and a belief that some officers were losing focus on their police duties. As in WA, the Victorian Police are prevented from working in the gaming, liquor or security industries. The Victorian Police Ethical Standards Department found there were cases of police officers claiming sick leave whilst working on building sites and in another case a police officer was working at a sex expo without permission. The head of the Ethical Standards Department, Assistant Commissioner Luke Cornelius, commented that besides the ethical issues that may arise when police officers are engaged in this type of secondary employment, there is also the issue of increased occupational health and safety risks for officers working long hours in second jobs and the spectre of corruption (Silvester, 2008).

In 2006 in New South Wales (NSW) 15% of police officers worked a second job ranging from pest controllers to parking attendants. The most prominent industry for officers to work in however was transport, followed by work in the security industry which is an occupation WA Police are prevented from engaging in. This may account for the relatively higher secondary employment rate in NSW than elsewhere in Australia. NSW police officers also do not have to report to their policing agency on the amount of money they earn nor are there limits on the amount of hours they can work in their second jobs (Moore, 2006).

In 2008 in South Australia (SA) approximately 6% of the sworn police work force of 4100, engaged in secondary employment. Whilst one of the main factors in approving secondary employment for SA police officers is to ensure its approval did not compromise their police work, Assistant Commissioner Neil Smith recognised that

police officers came from diverse backgrounds and many had previous skills from prior employment they wished to retain. Mr. Smith stated, “If allowing some secondary employment does assist us in retaining people, then obviously we need to have some flexibility” (Owen, 2008, p.9).

In the United Kingdom (UK), Her Majesty's Inspectorate of Constabulary, an independent police oversight body, reported that one in 10 police employees (which includes civilian staff members) is engaged in secondary employment (Singh, 2012). A report prepared by this body examined police relationships as a whole. Part of this examination looked at the secondary business interests of police employees. It is important to note that in this study the classification for what constitutes secondary employment included property letting by employees. This was the most common type of business interest police employees engaged in however, in WA this would not constitute a second job and therefore would not be captured by existing data held on secondary employment.

The UK review found there were risks to the organisation through both time commitments by employees engaged in their second jobs and personal risks, such as increased tax implications. They found that various policing jurisdictions throughout the UK differed on their policies in relation to secondary employment, so an occupation engaged in by a police employee in one jurisdiction may be banned in the neighbouring policing authority. Research conducted by the review group as part of this study also examined the public perception of police employees undertaking secondary business interests. They found most respondents saw nothing wrong with police employees engaging in secondary employment as long as it did not conflict with their primary duties (Her Majesty's Inspectorate of Constabulary, 2011).

In 2003, research by Brunet in the United States examined the rates of secondary employment amongst police officers in that country and compared them to second job rates across the general population. Brunet found the rate of secondary employment amongst the general workforce was relatively low with 5.3% of the working population engaged in more than one job. For employees within the public service, this increased to 9.2% and for police officers and detectives in particular this was further increased to 11% (Brunet, 2008). An important consideration in this study is that the research concentrated on police officers undertaking second jobs in the private sector performing duties that are relevant to their roles in law enforcement. This includes work as private security guards which would not be permitted in WA. Another important finding of this study was the issue of officers being fatigued after working in a second job that may contribute to injuries and accidents.

1.7 Statement of the Problem

Research suggests OC to a primary employer is lower for employees who work a second job compared to their colleagues who do not (Baba & Jamal, 1992). This is an issue for organisations as some studies have revealed, a correlation between lower OC amongst employees and increased turnover of staff (Angle & Perry, 1981) and, lower performance levels amongst employees who engage in secondary employment (Parham & Gordon, 2011). To determine if secondary employment influences the OC of WA police officers and what factors may influence the decision of these officers to work a second job, a mixed methods research approach to this study was undertaken. A total of 5756 sworn WA police officers were sent a questionnaire adapted from the Three-Component Model (TCM) Employee Commitment Survey (Meyer & Allen, 2004) during the quantitative phase of this study, whilst 20 police officers agreed to take part in semi-structured interviews during the qualitative phase. There has been no other study which has examined the influence of secondary employment on the OC of any

police jurisdiction within Australia or what the motives of these police officers to work a second job are.

In addition to the hypotheses, research questions were developed to further analyse the secondary employment of WA police officers according to gender, work location, employment hours, rank and tenure. To test for associations a chi-square analysis utilising SPSS version 20 was performed. The chi-square is an appropriate statistical measure when the purpose of the research is to test the relationship between two nominal level variables (Chapman & McNeill, 2004).

1.8 Purpose of the Study

The purpose of the quantitative research phase of this study is to determine if there is a significant relationship between secondary employment by WA police officers and OC. The independent variable for this stage of the research is secondary employment whilst the dependent variables are normative, affective and continuance commitment as described by Meyer and Allen (1991; 1997). The study also seeks to determine if variables such as gender, employment hours, work location, rank and tenure influence secondary employment by WA police officers. In the qualitative phase of the study the research seeks to understand why WA police officers undertake secondary employment. Understanding why WA police officers work second jobs may provide important information for the WA Police executive in the development of policies and procedures for secondary employment. The results of this research may also prove useful for employee representatives such as police unions, when reviewing workplace health and safety policies. Finally, this research adds to the organisation and management knowledge base by providing an analysis of the extent to which secondary employment is related to affective, normative and continuance commitment generally.

1.9 Significance of the Study

One of the fundamental questions which underpins this study is whether working a second job influences the OC of WA police officers. As past research has shown a correlation between OC and turnover (Angle & Perry, 1981) and, performance and secondary employment (Parham & Gordon, 2011), a finding that those who work a second job have lower OC than those who do not may have far reaching implications for all concerned. The findings of this research may result in significant changes to the WA Police secondary employment policy, placing a limit on the number of hours which can be worked in a second job or further restricting the types of occupations which can be worked. In a wider context the results will add to the broader discussion as to whether secondary employment is a benefit or a detriment to the individual and the primary employer.

The second major focus of this study is to examine the motives of WA police officers to work a second job. In a specific context these findings will prove useful for the WA Police in understanding why their employees feel they need to work a second job in addition to their policing career. A finding that the motive is mainly financial for example, may assist the WA Police Union in mounting an argument for increased pay for its members. On the other hand a finding that the motive is more closely linked to enjoyment, as indicated by the researcher's own personal experience, will assist all police jurisdictions in understanding the psychological benefit secondary employment may bring to their employees.

1.10 Research Design

To examine whether a relationship exists between the variables a sequential design approach was adopted, utilising both quantitative and qualitative research methods. Whilst quantitative research methods can be used to determine if a relationship exists between variables, they often reveal very little about the exact nature of the relationship (Ayiro, 2012). As a result qualitative research methods were also used to understand the details of these relationships. Some of the benefits of utilising such an approach include, answering research questions other methodologies cannot, providing stronger inferences and, providing the opportunity for presenting a greater diversity of differing views (Teddle & Tashakkori, 2003). Mixed methods research also allows for both deductive and inductive types of inquiry which is particularly beneficial in the current study which utilises both surveys and interviews to collect data (Cresswell, 2009).

The survey questions which form the basis for the quantitative phase of this study were adapted from the TCM Employee Commitment Survey (Meyer & Allen, 2004). These questions were distributed via the survey tool Qualtrics and statistical analysis of this data was performed utilising SPSS version 20. Whilst Meyer and Allen (2004) recommend utilising a one way ANOVA statistical test to examine data obtained from their TCM Employee Commitment Survey this test should only be used if it meets the following assumptions, the data must be normally distributed, there must be equal variances between the data for the dependent variables, the observations must not be correlated and they must be independent of one another (Martin & Bridgmon, 2012). As tests for skewness and kurtosis indicated the data was not normally distributed, Salkind (2010) recommends using the Mann-Whitney U test as an alternative. This analysis compared the means of each of the three components of OC against the group of WA

police officers who engaged in secondary employment and the group of police officers who did not. The purpose of this analysis was to examine the null hypotheses.

Finally, qualitative data was collected in the form of semi-structured interviews with individuals identified as second job holders from the initial surveys. These interviews sought to determine the motivating factors for employees to engage in secondary employment. Interviews were audio recorded and later transcribed for analysis utilising NVivo 11, a computer software program which organises and analyses unstructured data ("NVivo 11 for Windows," n.d.).

1.11 Research Philosophy

Research philosophy is important to the researcher as it guides how the research is to be conducted (Sarantakos, 2005). The ontological and epistemological beliefs of the researcher led to both positivist and constructivist paradigms underpinning this study. As this research sought to deduce a causal link between OC of WA police officers and secondary employment, a positivist paradigm was adopted using quantitative inquiry through the use of surveys. The secondary aim of this study was to explain why WA police officers engaged in secondary employment and to answer this question a constructivist paradigm was adopted utilising qualitative inquiry through the use of interviews to obtain data. Combining these two types of inquiry in research is referred to as mixed methods research and is an approach to knowledge which seeks various perspectives and standpoints (Johnson, Onwuegbuzie & Turner, 2007).

In employing a mixed methods research design the researcher has taken a pragmatic approach to answering these questions. This pragmatism is an accepted philosophy for combining approaches and perspectives (Johnson, Onwuegbuzie &

Turner, 2007). Many researchers view this pragmatic paradigm as an approach which supports intuition in research (Cresswell, 2005; Tashakkori & Teddlie, 1998). It is not an approach which limits itself to one philosophy over another but examines the issue at hand and applies all available methods (Tillman, Clemence & Stevens, 2011).

Cresswell (2009) argued that pragmatic research interacted with a number of different specific contexts which includes political, historical and social contexts. Mixed methods research also allows for both deductive and inductive types of inquiry which is particularly beneficial in the current study which utilises both surveys and interviews to collect data.

1.12 Organisation of Chapters

This thesis comprises seven chapters. The sequence of these chapters are as follows:

Chapter One: Introduction

This chapter provides the framework for the study, providing an introduction on the model of OC used in this study before briefly discussing secondary employment and providing relevant information on the WA Police. The statement of the problem follows along with the purpose and significance of this study. The design of the research is then discussed and the chapter concludes with an outline of the research philosophy.

Chapter Two: Literature Review - Organisational Commitment

The literature review is split over two chapters. This chapter provides background on how OC has developed over the years, outlining the major theories and stages. The review then moves to the antecedents and consequences of OC. A

discussion about how OC is measured follows before a number of police specific studies of OC are examined as they are relevant to this study.

Chapter Three: Literature Review - Secondary Employment

This chapter presents the second part of the literature review which focuses on secondary employment. The theoretical explanations as to why an individual may decide to take on a second job are discussed along with the personal characteristics of the individuals who decide to work a second job. Finally, the review will discuss whether relevant literature has shown a correlation between secondary employment and OC.

Chapter Four: Research Methodology

This chapter describes the techniques used in conducting the present study. It also outlines the research approach, strategy, sampling method, target population and data collection methods. How confidentiality and conflict of interest was dealt with is also discussed in this chapter before finally the validity and reliability of the measurements used is outlined.

Chapter Five: Results - Findings of Quantitative Analysis

As a sequential methodology was used in this study, quantitative data was examined first utilising this as the primary source of information followed by an analysis of qualitative data as a secondary source. For these reasons the findings are presented in two separate chapters with the quantitative analysis presented in this chapter and qualitative analysis results in the next. This chapter presents the overall results of the quantitative analysis, providing a description of the sample, descriptive statistics and correlations between the variables. A summary of the results is provided at the conclusion of this chapter.

Chapter Six: Results - Findings of Qualitative Analysis

In this chapter a detailed description of the interview participants is provided. The secondary occupations these participants were employed in are outlined before the major themes identified from coding are discussed.

Chapter Seven: Discussion

In the final chapter a more detailed examination of the findings is provided as are further insights into the relationships between the key variables. The generalisability of the findings is discussed, as are the limitations and implications of the study. The chapter concludes with suggestions for further research and an overall summary of the study.

CHAPTER TWO

LITERATURE REVIEW - ORGANISATIONAL COMMITMENT

2.1 Introduction

In this chapter the seminal research on OC is reviewed. First described in this chapter is how the literature review was undertaken before the various definitions of OC are outlined. This is followed by the major theories and stages of OC. The review then moves to the antecedents and consequences of OC. A discussion on how OC is measured follows before a number of police specific studies of OC are examined as they are relevant to this study. The chapter concludes with the gaps in the literature which this study will identify. The purpose of this chapter and the one which follows, is to provide a foundation for the current study by linking and articulating previous research in these fields.

2.2 Title Searches, Journals, Articles and Research Documents

A literature review is a wide ranging examination of research on a particular topic. It outlines what is known about a specific area and what is not known, and sets up the rationale for undertaking the research (Denney & Tewksbury, 2013). In a research study, a literature review achieves the following purposes, it summarizes the results of other studies which are closely related to the topic under examination (Fraenkel & Wallen, 1990), it outlines how the current study relates to the wider discussion in the literature, filling in the gaps in the current knowledge (Marshall & Rossman, 1989) and finally, it provides justification for the importance of the current study (Denney & Tewksbury, 2013).

The study of OC is extensive which is reflected in a Google Scholar search of the term yielding 191,000 results (21 November, 2015). On the other hand the available literature on secondary employment or moonlighting is relatively sparse returning 5,610 and 24,600 results on Google Scholar respectively (21 November, 2015). In order to undertake this literature review, electronic databases were used as the primary research source. The results of the various search terms used are outlined in Table 2.1.

Table 2.1

Summary of Major Database Search Parameters and Results

Search Terms	Peer Reviewed Articles	Books/E-books	Dissertations	Websites	Total
Organisational commitment	31,765	14,347	15,212	728	62,052
Organizational commitment	32,041	14,557	15,342	730	62,670
Normative commitment	6,952	6,126	6,952	70	20,100
Affective commitment	6,927	2,104	3,085	99	12,215
Continuance commitment	2,903	766	1,623	36	5,328
Secondary employment	907	4,356	325	7	5,595
Moonlighting	5,435	21,275	905	265	27,880
Multiple job holding	590	1,428	96	10	2,124
Multiple jobs	4,709	9,417	1,945	178	16,249
Second job	5,278	24,496	1,629	344	31,747

A scan of the literature was performed with attention paid to the number of times articles were cited by others. As major researchers in the fields of OC and moonlighting were identified their reference lists were viewed to identify other researchers in relevant fields. As source ideas and concepts were established, articles were either included or excluded from this review based upon the pivotal nature of the research. This process resulted in the narrowing of articles for review. The results of this review is discussed below. A summary of this research together with a brief description of their major findings is detailed in Appendix 1.

2.3 Organisational Commitment

The approaches to OC over the last 50 years are examined in this literature review. Over this time researchers have made significant contributions to our understanding of OC and its importance in the fields of human resource management and organisational behaviour. The development in OC concepts can be classified into a number of main theories which include, the side bet theory suggested by Becker (1960), Porter, Steers, Mowday and Boulian's (1974) affective dependence theory and, Meyer and Allen (1991) and O'Reilly and Chatman's (1986) multi-dimensional theories. Each of these theories has its own way of explaining OC from the tangible benefit theories of the early years, the inclusion of the psychological connection to the organisation and finally to the multi-dimensional approaches which are widely accepted today.

2.4 Definitions of Organisational Commitment

Becker (1960) was one of the first researchers to study commitment, recognising its popularity in a descriptive context which was often used in the literature in an ad hoc manner. Becker (1960) determined the characteristics of being committed were independent of the behaviour commitment sought to explain. As the term "commitment" had been used in the literature to express a number of different ideas, Becker (1960) believed it was pointless to contemplate its real meaning. However, in a general sense Becker (1960) described commitment as a "...disposition to engage in consistent lines of activity" (p. 33). In the case of OC, the activity he referred to meant remaining with the organisation against the perceived costs involved of leaving.

Porter et al. (1974) on the other hand, defined commitment as "...the strength of an individual's identification with and involvement in a particular organization" (p. 604).

These researchers believed OC could be characterised by the following factors, an acceptance and belief in the values and goals of the organisation, the readiness to exercise considerable effort on behalf of the organisation and, an eagerness to maintain membership of the organisation. Meyer and Allen (1984; Allen & Meyer, 1996) described Becker (1960) and Porter et al.'s (1974) views of commitment as continuance and affective commitment respectively.

Whilst both these constructs of commitment recognise the relationship between the employee and the organisation, which in turn reduces the likelihood the employee will leave, the nature of these relationships are theorised quite differently. Employees with strong continuance commitment remain with the organisation because they need to do so, whilst employees with strong affective commitment remain because they want to do so. As a result different behaviours may be exhibited by an employee whose relationship with the organisation is based on continuance commitment as opposed to one who is affectively committed to the organisation. This proposition will be discussed in more detail further in this review, as will a third scale of commitment identified by Meyer and Allen (1991) as normative commitment.

2.5 Early Approaches to Organisational Commitment - The Side Bet Theory

Prior to Becker's (1960) explanation as to what was meant by the term commitment, the term was often used in discussion by sociologists with little analysis of the concept or how it was incorporated into sociological theory. Becker (1960) proposed a side bet theory of commitment where the actions of the individual caused other outside interests to become involved in their original action. To explain this theory, Becker (1960) cited an example of a person who entered into negotiations to purchase a house but offered well below the asking price. This person would tell the seller they have entered into a monetary bet (a side bet) with a third party so they do

not have to pay more for the house than they currently offered. By doing this the person had involved other outside interests into this original action of negotiating to purchase a house. By their own making this person had staked something of value to them in keeping to the price they offered to pay for the house. The consequences of not keeping to this position would result in the loss of the bet and therefore was not an attractive option.

Becker (1960) theorised that we cannot simply confine the concept of commitment to situations where individuals deliberately make side bets. On many occasions these side bets are made for us in our day to day social interactions. As an example, Becker (1960) discussed the general cultural expectations which were placed upon an employee who entered a new job only to be offered a better and higher paying job several months later. There was a risk to the reputation of this individual if they took the higher paying job and left their employer after such a short amount of time. The risk was they may be viewed as untrustworthy by future employers. The individual's reputation was extraneous to the task they were employed to do and therefore acted as a side bet. This example perhaps reflected the prevailing views on employment in the 1960's and one wonders if current employee attitudes to transitioning through multiple jobs would invoke similar attitudes to reputational risk today.

Becker described another example of side bets which are made in "...impersonal bureaucratic arrangements" (1960, p. 36). The most common example of this is where an individual wants to leave a job but the rules of their pension fund mean they would lose a considerable amount of money in doing so. Therefore there is a cost to leaving that organisation and a financial side bet has been made for them. It is not one particular action which contributes to an individual's commitment but it is an increasing list of activities, achieved through normal social interactions, which contribute to this sense of commitment. It is only when a person reaches a fork in the

road and a decision needs to be made, that they weigh up what side bets they have made along the way and what is it that they have to lose by taking one path over another. Becker (1960) cautions that not all individuals put the same value on financial or reputation risk as cited in the examples above, so to completely understand commitment one must also understand the particular systems of value in which it operates.

Whilst the side bet theory was later replaced as the leading theory on commitment, Becker's (1960) identification of the correlation between commitment and turnover was an important finding in this field. The impact of the early research on commitment by Becker (1960) is significant and forms the basis for many of the studies which will be discussed later in this review.

2.6 The Middle Affective Dependence Period

In 1974 Porter et al. developed an affective dependence theory which sought to explain the psychological attachment an employee has with their organisation. The researchers examined both attitude and job satisfaction to ascertain whether they are valid constructs within OC. It was suggested these concepts may be used to predict the likelihood of an individual staying or leaving an organisation. This longitudinal study over 10 months involved 60 psychiatric trainees employed in a United States hospital. The study found the attitudes of an individual can be used to predict their intention to stay or leave the organisation. Those with positive attitudes to the organisation were more likely to stay compared to those with less than favourable attitudes. Whilst it is clear from this study that those individuals who decide to leave the organisation have lower levels of commitment, it does not explain why. One possible explanation suggested by the researchers is that this is due in part to whether the expectations of the employee have been met whilst working for the organisation.

Porter et al.'s (1974) study also found that commitment and satisfaction were related yet separate constructs. This suggests both constructs offer very different information about the relationship the individual has with the organisation. It is proposed that OC is a concept which is more stable than satisfaction and develops over a longer period of time. Porter et al. (1974) submit this provides evidence for the proposition that an individual's attitude towards their organisation will take precedence over their attitude toward their particular job. Therefore the employee's willingness to take on a particular role or task they may not like, will be positively influenced if they believe it is to achieve the goals of the organisation for which they identify.

A later study by Porter, Crampon and Smith (1976) affirm the earlier proposition by Porter et al. (1974) that OC is correlated to job satisfaction. Unlike previous studies of turnover which measured attitudes of employees either shortly before they left an organisation or shortly afterwards, this study measured attitude at several different points in time and then waited to determine which employee's leave. This study was also longitudinal spanning some 15 months and involved 212 trainee retail managers in the United States as participants. Attitude data was collected on the first day the trainee commenced employment and then again at different stages during and at the end of the 15 month research period. Questionnaires were developed to measure the overall strength of an employee's OC.

As expected, the result indicated the employees who eventually left the organisation had shown declining levels of OC during the period studied. This poses a further question regarding cause and effect. Does declining commitment cause the employees to make a decision to leave the organisation and then leave? Alternatively, do employees make a decision to leave the organisation which then results in a decline in their commitment to the organisation and then the employee leaves? Porter et al.

(1976) suggest it is most likely some employees follow the first sequence, whilst others follow the second.

In this study the aim is to ascertain if WA police officers who undertake secondary employment, are more or less committed to the organisation than those who do not. Similar to the proposition put forward by Porter et al. (1976) this poses a cause and effect question. If the research indicates the secondary employment group is less committed than the non-secondary employment group, is this due to the fact they engage in secondary employment? Alternatively, do they engage in secondary employment because they are less committed to the organisation?

Porter et al. (1976) recognised that one of the limitations of their study was in not examining which major events in an individual's life causes them to start thinking about leaving an organisation. This is pertinent to this study as the aim is to understand what events cause a WA police officer to make the decision to undertake secondary employment. As identified by Porter et al. (1976), whilst questionnaire data is useful in measuring the level of commitment, interviews are required to supplement this data in an attempt to answer these questions.

2.7 Multi-Dimensional Approach Theories

Whilst early research provided support for Becker's (1960) side bet theory of commitment, later studies such as those by Meyer and Allen (1984) contradicted it. Meyer and Allen (1984) suggested there were problems with the methodologies used in the earlier studies and called these findings into question. In their study Meyer and Allen (1984) examined two separate groups of participants in Canada. One group consisted of 64 male and female psychology students and the second, 130 university administration workers. To measure commitment they utilised the Organizational

Commitment Questionnaire devised by Porter et al. (1974) and Porter et al. (1976), along with a number of their own scales to measure continuance and affective commitment. Meyer and Allen (1984) labelled Becker's (1960) view, that a person is committed to an organisation based on what they have to lose, as continuance commitment. Meyer and Allen (1984) drew a distinction between continuance commitment and what they termed affective commitment. They suggest employees who are affectively committed to an organisation remain with that organisation not through some threat of financial detriment but due to an emotional attachment to the organisation. These two types of commitment, continuance and affective are independent of one another and the degree of one does not impact upon the other.

Previous studies (Alutto, Hrebiniak & Alonso, 1973; Hrebiniak, 1974; Stevens, Beyer & Trice, 1978), which supported Becker's (1960) side bet theory, determined commitment increased as the value and size of the side bet increased. These studies were based on findings of the importance of variables such as age and tenure, which showed older employees were less likely to leave the organisation. These researchers determined this group of employees had accumulated a greater financial stake in the organisation and therefore they were more likely to remain. Meyer and Allen (1984) offered an alternative explanation. Rather than being financial locked in to the organisation (continuance commitment) it may be the case that after many years working with the same organisation older employees form an emotional attachment and are less likely to leave than younger employees (affective attachment).

The results of the study by Meyer and Allen (1984) suggested measures such as age and tenure, which were previously used as variables in Becker's (1960) study, were not correlated with continuance commitment scales, however they were significantly correlated with affective commitment scales. Meyer and Allen (1984) argue this result does not allow Becker's (1960) theory to be fully tested and suggested any

future examination should use measures which assess an individual's perceptions regarding the number and value of the side bets made.

To test the two commitment scales of continuance and affective commitment, McGee and Ford (1987) conducted a factor analysis utilising questionnaire data obtained from 350 university employees in the United States and Canada. Whilst they found affective commitment scales showed internal consistency, reliability and were uni-dimensional, they suggested continuance commitment scales had two separate dimensions. The first of these components was based upon a belief by employees that very few alternatives to their current employment existed, whilst the second component proposed there was a high personal cost associated with leaving the organisation. The latter component closely resembled Becker's (1960) side bet theory of commitment. McGee and Ford (1987) suggested that whilst some employees may remain with an organisation due to a belief there are few employment alternatives this is quite distinct from the prevailing view of both affective commitment and continuance commitment as proposed by Becker (1960).

In a theoretical study by Meyer and Allen (1991) a third OC scale, referred to as normative commitment, was developed. This commitment scale originated from an employee's sense of obligation to remain with an organisation due to a debt they believe they owed to colleagues or the organisation itself. Wiener (1982, p. 421) argued commitment was the internal pressure to act in a certain way to meet the organisation's goals and interests. Further, individuals took this approach because they believed morally it was the right thing to do. Wiener (1982) described this as a normative view of commitment. From this research Meyer and Allen (1991) developed their three component framework of OC which forms the basis for the measures used in this study.

Meyer and Allen (1991) believed these three concepts should be considered components of rather than types of commitment. They believed that if viewed as types of commitment it may be suggested the three components are mutually exclusive, whereas it is suggested an employee can display all three forms of commitment to some degree or another. A further study by Meyer, Allen and Smith (1993) sought to determine if the three component model of OC could be generalised across a number of different domains. Whilst there have been many studies which examined the antecedents and consequences of OC, which will be discussed later in this review, other studies have looked at commitment to professions (Morrow & Wirth, 1989), careers (Arnold, 1990), employment (Jackson, Stafford, Banks & Warr, 1983) and unions (Fullagar & Barling, 1989). Meyer and Allen (1991) suggested that when studying commitment it is important for researchers to state which types of commitment they are interested in and more importantly use the right measure for the right purpose.

The results of the study by Meyer et al. (1993) found support for the generalisability of the three component model of commitment across domains. It also found evidence to suggest the concepts of OC and occupational commitment are quite separate with distinctly separate antecedents and consequences. Their research, involving 366 student nurses and 603 registered nurses in Canada, suggested the constructs of affective and normative commitment are not completely independent. One possible explanation for this is that the two constructs have similar antecedents. As an example, positive work experiences, which is an antecedent of both affective and normative commitment, was found to lead to an affective attachment to the organisation, an obligation to the organisation or both. Meyer et al. (1993) suggested there has been little previous research on identifying the unique antecedents of normative commitment and further research in this field would be warranted.

In further studies on the three component model of commitment, Allen and Meyer (1996) measured the construct validity of the affective, continuance and normative commitment scales. Their study reviewed previous research involving 40 separate employee groups and over 16,000 employees from a diverse range of organisations and occupations. Whilst they found strong evidence for the continued use of these commitment scales in further research, they did note some caution in that the continuance commitment scale possibly consisted of two subscales. They suggested further study of normative commitment and noted the difficulty involved in obtaining data on an individual's family and cultural socialisation experiences. They noted the overlap between the affective and normative commitment scales and suggested this was perhaps due to the suggestion that it was not possible to have a strong sense of attachment to an organisation without also having a strong sense of obligation towards it.

Other researchers took a multi-dimensional approach to OC including O'Reilly and Chatman (1986). They proposed dimensions of OC could be measured based on concepts such as compliance, internalisation and identification. O'Reilly and Chapman (1986) argue, compliance occurs when behaviours are adopted to obtain rewards and not due to shared beliefs, internalisation occurs when the values of the employee and the organisation are the same and are therefore accepted more readily by the employee and finally, identification occurs when an employee accepts influence over their behaviours in order to maintain their relationship with the organisation despite not accepting these values as their own. Further, O'Reilly and Chapman (1986) suggested there were two types of dependant variables, prescribed behaviours expected of all employees (such as punctuality) and, pro-social acts that were not directly related to an individual's employment and did not benefit the employee but did benefit the organisation. They argued prescribed behaviours would be predicted by all three types of commitment, pro-social behaviours would be related to internalisation and

identification whilst there would be no relationship between pro-social behaviours and commitment based on compliance.

The study by O'Reilly and Chapman (1986) involved two separate groups in the United States, one consisting of 82 university employees and the other consisting of 162 business students, who completed questionnaires developed to measure the dimensions of OC. The results of their research suggested commitment is a psychological attachment an individual feels towards the organisation which is impacted by the degree to which they can adapt to and then adopt the goals and values of the organisation. Psychological attachment to the organisation can then be forecast by, how the employee conforms to the rules and regulations of the organisation without external rewards, involvement based on a desire for attachment and, internalisation depending on the similarity between their own and the organisation's values. O'Reilly and Chapman (1986) also identified two separate stages of commitment. The first is one dimensional and results from a compliance perspective which originates from an exchange process and the second is more multi-dimensional and arises from psychological implications.

Reichers (1985) also suggested OC consisted of a collection of multiple commitments to different groups within the organisation. This implies that employees can be committed to one group within the organisation and not another. In addition, the commitment experienced by one employee may differ substantially from commitment experienced by another. As an example, one employee may be committed to their organisation as they espouse similar beliefs on human rights or environmental issues, whilst another may be committed because they believe their organisation cares for the well-being of their staff. Both commitments are different but when viewed holistically the employees are equally committed to their organisation. Reichers (1985) argues that

a multiple commitments approach to OC assists in organisational diagnosis that identifies the specific presence, absence or strength of particular commitments.

2.8 The Antecedents and Consequences of Commitment

The importance of the emotional and psychological bonds between an employee and their organisation have long been recognised (Wang, Weng, McElroy, Ashkanasy, & Lievens, 2014). Sheldon (1971) suggested commitment is an attitude which links the identity of the individual to the organisation. In her study of 136 scientists and engineers in a United States government laboratory, Sheldon (1971) proposed two hypotheses. First, commitment was related to investments made by the individual to the organisation. As investments increase the likelihood an individual will leave an organisation will decrease. Second, an individual will become more committed to the organisation as they develop a sense of identity through their social interactions with colleagues. If an individual departs the organisation their social identity and the social bonds they have created with their workmates would be threatened.

In support of Becker's (1960) side bet theory, Sheldon (1971) found that younger people who were less involved with the organisation and had less involvement, would have lower levels of commitment. She also found that individuals who had little social involvement will have decreasing levels of commitment to the organisation regardless of increasing investments. It was suggested that both social involvement and investments were crucially important in developing commitment of an individual to the organisation. Sheldon's (1971) research was supported by that of Buchanan (1974) who studied 279 business and government managers. Buchanan (1974) found that social interaction with colleagues and, additionally tenure, had a positive correlation with OC. As tenure (length of service) was a demographic variable measured in the current study, this is an important finding for this research.

Steers (1977) was also interested in how commitments were formed and how they influenced the behaviour of individuals working within organisations. Steers (1977) examined two separate groups of employees, 382 hospital workers and another group containing 119 scientists and engineers. His research devised a model which grouped the antecedents of commitment into three broad categories, job characteristics, personal characteristics and work experiences. He proposed the variables associated with job characteristics included the social interaction with fellow employees, as well as feedback provided to employees on their performance. Personal characteristics included variables such as age, education and need for achievement, whilst work experiences include group attitudes and organisational dependency as variables. The results of Steers (1977) research suggested job characteristics, personal characteristics and work experiences were all significantly related to commitment.

Whilst Steers (1977) suggested work experiences were more closely related to commitment than job and personal characteristics and therefore provided support for the research of Buchanan (1974), the significance of these other variables show the diverse factors which affect OC. Within these three broad antecedent groups the following specific variables were found by Steers (1977) to strongly influence the commitment of employees: group attitudes toward the organisation (positive or negative attitudes towards the organisation), organisational dependability (i.e. has the organisation always done the things it said it would do for me), personal importance to the organisation (i.e. is it generally accepted by those who matter that my work is important to the organisation), task identity (i.e. has the organisation made it clear what I am expected to do) and, education (inversely). Steers (1977) also found that whilst intent to remain and desire to remain were found to be significantly related to commitment, the analysis of data for job performance and attendance was inconclusive.

Morris and Steers (1980) examined the role that organisational structure has on OC. Whilst this study of 262 employees within a major United States university recognised the impact organisational structure has on job satisfaction, it also identified there is limited research on whether there is a correlation with OC. In their study of 634 managers in 71 government organisations, Stevens, Beyer and Trice (1978) used variables such as span of control, work group size, formalisation, decentralisation and perceived functional dependence to measure this impact. These variables were used by Stevens et al. (1978) as they suggested they had the potential to influence the responses and perceptions of employees. Their results indicated there is a significant correlation between OC and the structural variables of formalization, decentralization and perceived functional dependence. Further, the way employees are organised to complete their work functions, impacts upon the development of their affective responses to their organisation.

Farrell and Rusbult (1981) devised a study to examine the relationship of job satisfaction and OC. They developed two studies, one involving 64 business students which contained observational methods and questionnaire data and the second involving 263 industrial workers who completed a questionnaire. Their study proposed an investment model which suggested job satisfaction is largely related to the costs and rewards associated with that job. Examples of costs may be a long commute to work or insufficient resources, whilst examples of rewards may include promotions and increased salaries. As rewards increase so does satisfaction with the job, whilst an increase in costs results in a decrease in satisfaction levels. Similar results have also been found with job commitment with increased pay (reward) being linked to increased commitment (Aranya & Jacobson, 1975). The investment model also suggests job alternatives are related to job commitment with lower job alternatives resulting in higher job commitment. Finally, the investment model argues the size of investment in a job acts as another determinant of commitment. An example of investments includes

pension schemes, length of service and skills which have been obtained at the workplace but are not transferrable. These investments increase the commitment to the organisation as the costs of leaving become too great.

Farrell and Rusbult (1981) proposed that job commitment would increase with rewards and investments and decrease with costs and job alternatives. The results of their study provided support for the investment model proposed by the researchers with all four variables having a significant effect on job commitment. These results provide added weight to the suggestion that job satisfaction and job commitment are two distinct concepts (Porter et al., 1974; Porter et al., 1976). Whilst job satisfaction can be influenced by the positive and negative aspects of a job, job commitment is much more complex and involves the variety of alternative jobs and the size of the employee's direct or indirect investment in their job.

Angle and Perry (1981) examined the relationship between OC and organisational effectiveness. The researchers propose that as there have been so many varied definitions of commitment over the years, we may be better off to abandon a global definition and instead discuss commitment in terms of a set of concepts each one a component of commitment. They discussed previous research which indicated an employee's contribution to the organisation takes on two forms – participation and production. These are both necessary if an organisation is to be effective. An organisation must consider how it is going to recruit new employees (participation) and then how it is going to motivate them to achieve (production). Angle and Perry (1981) argue there are distinct differences in the antecedents of an individual's decision to participate in contrast to their decision to produce.

The study by Angle and Perry (1981) involved 24 separate bus companies in the United States and hypothesized that high levels of OC would in turn result in high

levels of participation and production. This would be reflected in low levels of turnover and absenteeism and high levels of efficiency in the workplace. Several measures were used to measure organisational effectiveness including, self-report assessments to obtain data on intention to separate and absenteeism. The results showed age was positively related to commitment, which is consistent with previous research referred to in this literature review (Sheldon, 1971; Steers, 1977) and females were more strongly committed to the organisation than males.

The study by Angle and Perry (1981) also examined turnover and found it was significantly related to OC, whilst there was no significant association between absenteeism and OC. Their findings support previous research (Porter et al., 1974; Porter et al., 1976) which shows there is an inverse relationship between turnover and OC. However, this does not mean that an individual who has a strong desire to remain with an organisation will necessarily be an effective and productive employee. Angle and Perry (1981) also caution against occupational specificity. They note an employee's OC depends upon the specific role they are undertaking and whether that role has the ability to influence the organisational outcomes.

Morris and Sherman (1981) developed a multivariate model to predict OC. They suggested that whilst there has been previous research which examined the influences on OC, no one set of antecedents has been developed which has survived repeated testing. Morris and Sherman (1981) proposed there were three reasons for this. First, there has been sparse use of multivariate analysis on the determinants of OC. Second, even when this analysis does occur the results are not linked to a theoretical model from which the variables originate. Last, there have been many varied measures and definitions of OC used in previous studies. Their research examined two previous models of predicting OC which are described as exchange approaches and psychological approaches.

Morris and Sherman (1981) explained exchange approaches as those where commitment is influenced by the transactions which occur between the organisation and the employee. The greater the benefit of this transaction for the employee, the more committed they will be to the organisation. Becker's (1960) side bet theory is one example of this concept. Morris and Sherman (1981) suggest one of the problems with exchange approaches is they seek to measure commitment based on the extent to which the employee is reluctant to leave the organisation as opposed to measuring behavioural predispositions within their work relationship. Although this measure may provide valuable information as to an employee's likelihood they will leave an organisation, it does not provide a sound measure of their ongoing commitment to the organisation.

The results of the study by Morris and Sherman (1981) support the theoretical framework developed by Steers (1977) as a guide to identifying influences on OC. They also suggest that from a practical point of view, variables which tend to be generalisable across OC models may assist managers in developing strategies to improve the OC of their employees. However, as Steers (1977) suggested, managers need to not only identify these variables but understand the interrelationships between them. Morris and Sherman (1981) argue that until these relationships are fully understood any commitment concept will not move from the theoretical to the practical level.

In a review of the OC research, Bateman and Strasser (1984) outlined what they considered to be a number of shortcomings on the research thus far. First, they identified a lack of empirical evidence which linked causal factors to variables which had previously been considered to be the antecedents of commitment. When causal relationships were proposed there was no ordered ranking to the variables which were suggested to influence commitment. Second, they identified a lack of research on the

impact environmental factors, such as job availability, had on commitment. Whilst previous studies found no correlation between environmental factors and job availability (Farrell & Rusbult, 1981), Bateman and Strasser (1984) suggested this was an important area for further study. They argued the availability of employment opportunities outside their own organisation will impact upon an employee's commitment to their current employer. Third, they identified the need to ascertain what impact, if any, internal organisational variables such as leadership and job tension have on OC. Previous research (Podsakoff, Todor & Skov, 1982; Sims, 1980) suggested rewards and punishments, which originate through a leader in the organisation to the employee, are strong predictors of job satisfaction and performance. Bateman and Strasser (1984) therefore suggested this should also have an influence on OC.

Bateman and Strasser (1984) undertook a longitudinal multivariate analysis which used a population of 900 nurses in four separate hospitals. Whilst 13 variables were measured in this research, the main variable was OC. The results showed that of the 12 remaining variables studied only two, job satisfaction and environmental alternatives, accounted for most of the variance of OC. Whilst these findings supported the previous research of Farrell and Rusbult (1981), they differed from those of Steers (1977) and Morris and Sherman (1981), who had found variables such as age and education were significantly related to OC. The results of the study by Bateman and Strasser (1984) indicated these variables only played a minor role in predicting OC and were not significant. In addition, they suggested none of the variables were found to be predictors of OC and importantly rather than job satisfaction being a cause of commitment, it was a result of it.

Meyer and Allen (1984) suggested there were a number of processes which attempt to explain how the antecedent variables effect the psychological state and how these impact behaviours. Whilst previous research has suggested the antecedents of

affective commitment include structural characteristics, personal characteristics or work experiences (Steers, 1977), Meyer and Allen (1984) suggested the decision to remain in an organisation was mainly due to work experiences. Previous research as to why this is the case is sparse, whilst the process involving how antecedents of continuance commitment effect behaviours is perhaps more clear. Meyer and Allen (1984) proposed that anything which increases the cost of leaving the organisation has the opportunity to cause continuance commitment. Whilst the cost of leaving an organisation may increase over the years, it only forms continuance commitment when the individual recognises the cost of leaving. Becker (1960, p. 38) referred to this as "...commitment by default".

Meyer and Allen (1984) suggested the translation of this psychological state into a job related behaviour such as performance, is related to the level of performance expected by the organisation. If the main tie of the employee to the organisation is a high level of continuance commitment, they will perform at the standard required to maintain their employment. If their employment is guaranteed (such as police officers) they may only perform at the minimal level required to keep their job. Meyer and Allen (1984) propose normative commitment has its origins in socialisation experiences. On one level this may stem from the attitudes of a parent passed on to a child to remain loyal to your organisation or from the attitudes of the organisation itself who instil the importance of culture and loyalty amongst their staff. If this is the case then there is an argument that many occupations which rely on this sense of loyalty and tradition to operate effectively, such as the armed forces or police forces, should display higher levels of normative commitment amongst its staff compared to other occupations.

Meyer and Allen (1984) argued an exchange ideology may be responsible for an employee's normative commitment to the organisation. An employee who receives certain benefits or investments from their organisation may feel obliged to remain with

their organisation to repay that investment in them. It has been noted this concept of reciprocity is closely aligned to affective commitment (Angle & Perry, 1981) however, it is argued by Meyer and Allen (1984) there is a subtle difference. Whilst affective commitment originates from a desire by the employee to contribute to the organisation to maintain the status quo in their relationship, normative commitment stems from an obligation to do what is right.

In a test of their model Meyer and Allen (1984) found that work experiences associated with perceived competence and personal comfort were the best predictors of affective commitment. A perceived lack of alternatives and investments were the best predictors of continuance commitment. Finally, whilst testing of this model found evidence to support their hypothesis that normative commitment would be predicted by the perceptions of a commitment norm within the organisation, it also found evidence to suggest the involvement of several of the antecedents of affective and continuance commitment. Meyer and Allen (1984) suggest that every employee has a commitment profile which identifies their level of desire, need and obligation to remain in their organisation. An employee's likelihood they will leave the organisation will decrease as any of these three levels increases.

Mathieu and Zajac (1990) suggested an individual's commitment to an organisation can make them more suitable to receive extrinsic rewards such as benefits and wages and also psychological rewards such as relationships with colleagues and job satisfaction. They believed organisations like committed employees as they are less likely to leave the organisation and more likely to engage in additional effort to achieve organisational goals. Their meta-analysis of over 200 previous empirical studies examined the antecedents, correlates and consequences of OC. They found that age was significantly more related to attitudinal than calculative commitment which supports the research of Meyer and Allen (1984). This suggests

that as employees become older they become attitudinally committed to an organisation for a number of reasons including increased satisfaction due to receiving better job roles the longer they remain.

Mathieu and Zajac (1990) also found women were more committed to their organisations than men. Whilst this difference was slight they found gender was not significantly related to OC. In addition, Mathieu and Zajac (1990) examined both organisational and positional tenure. They found that whilst organisational tenure was more related to OC than positional tenure, both were significantly related to OC. They suggested that the time an individual spends in a particular position will increase their psychological attachment to the organisation. However, the more time an employee spends in an organisation the more likely they will have side bets such as pensions which results in greater calculative commitment. Whilst many researchers include personal characteristics such as age, gender and organisational tenure as descriptive variables, little research has been conducted to determine why these variables should be related to commitment.

Social exchange theory was used by Eisenberger and Davis-LaMastro (1990) to examine affective and calculative approaches to commitment. They suggested helping others incurs obligations which are then repaid by the recipient and strengthens the mutually beneficial relationship between the two parties. In an organisational context, an employer who takes actions which have a positive effect on an employee would appear to care about their well-being, making the employee more likely to reward the organisation through increased performance. Employees form a general belief about how much their organisation cares about them and the work they undertake.

In the first part of the study by Eisenberger and Davis-LaMastro (1990), six occupations (including police officers) were examined to determine if there was a relationship between perceived support of the organisation to the employee and job attendance and job performance. Their study found a positive correlation between perceived support and job attendance and job performance. In particular, it was found that perceived support amongst police officers lead to increased performance. The second part of their study sought to determine if there was a correlation between perceived support and affective attachment. The study also examined whether there was a relationship between perceived support and constructive innovation on behalf of the organisation by the employee, where there is no expectation of reward or recognition by the employee. The results showed perceived support was positively related to employee innovation. Eisenberger and Davis-LaMastro (1990) suggested that as a result of this study a closer examination as to how social exchange approaches can be incorporated into emotion based and calculative theories of OC is warranted.

A meta-analysis of the literature on perceived organisational support by Rhoades and Eisenberger (2002) reviewed 70 studies which examined an employee's belief that their organisation valued their contribution and cared about their well-being. This review found that three factors, organisational rewards, favourable job conditions and fairness influenced an employee's perception of organisational support. In turn, perceived organisation support was related to outcomes which were beneficial to the individual such as job satisfaction and beneficial to the employer such as increased performance.

As a follow up study to the work of Mathieu and Zajac (1990), Meyer, Stanley, Herscovitch and Topolnytsky (2002) conducted a meta-analysis into the antecedents, correlates and consequences of OC. They identified two forms of commitment

discussed earlier as attitudinal and calculative commitment. The intent of the study by Meyer et al. (2002) was to identify the strength of the correlations between the variables identified in Meyer and Allen's three component model of OC (1991). Their research focused not on the validity of the measurement scales used but on the validity and generalisability of the entire model.

Whilst Meyer and Allen (1991) argued all scales were distinct and separate components of commitment, there is some research (Ko, Price, & Mueller, 1997) which questions whether affective and normative commitment should be separate and argue normative commitment should be removed from the model. Meyer et al. (2002) indicated age and tenure correlated positively with all three forms of commitment. However, they indicated age was more strongly correlated with continuance commitment outside North America than in studies within. Conversely, both age and tenure were more strongly correlated with normative commitment in North America compared to studies outside. The strongest correlation found in the study by Meyer et al. (2002) was between affective commitment and job satisfaction. Their study also found a strong positive correlation between affective commitment and OC.

The results of the Meyer et al. (2002) research indicated demographic variables have only a small role to play in the development of OC whilst work experiences are said to play a significant role. Meyer et al. (2002) suggested that as a result of these findings employers should pay particular attention to the experiences of employees once they enter the organisation to increase their OC rather than be too concerned with whether they are predisposed to being affectively committed. Their study also found that one of the strongest variables within work experiences is perceived organisational support which was positively related to affective commitment. Meyer et al. (2002) propose one way an organisation can increase its level of affective commitment amongst its employees is to develop policies and procedures which promote a

perception of organisational support. This can be achieved through strong leadership and by treating all employees fairly.

Meyer et al. (2002) also found all three components of commitment correlated negatively with turnover. Affective commitment had the strongest positive correlation with work behaviours such as attendance and performance, followed by normative commitment. They found that continuance commitment was either negatively related to work behaviour or there was no correlation found at all. Two questions which were identified in previous research (Allen & Meyer, 1996) were first, are affective and normative commitment distinctly separate constructs and second, is continuance commitment uni-dimensional? Meyer et al. (2002) suggested affective and normative commitments are in fact separate constructs however, they suggest further research is required to examine how it develops and whether it can be uniquely determined to predict behaviour. In relation to the second question, the study by Meyer et al. (2002) found evidence for two subscales within the continuance commitment scale which they referred to as a perceived sacrifice and a lack of alternatives. They suggested perceived sacrifice is a better definition of Becker's (1960) side bet theory than the lack of alternatives subscale.

2.9 Measurement of Organisational Commitment

Meyer and Allen (1984) developed the continuance commitment scale (CCS) and the affective commitment scale (ACS) to test the hypothesis that the antecedents and consequences of these two components of commitment are quite different. They found there were differences between the two concepts with continuance commitment being more related to measures of possible loss (such as a pension) whilst affective commitment was predicted by experiences in the workplace, such as organisational dependability and job challenge. Meyer and Allen (1984) also found evidence, which

was later supported by McGee and Ford (1987) that contrary to what was believed in their earlier studies, continuance commitment consisted of two distinct dimensions.

To test these two competing assumptions Meyer and Allen (1984) utilised a number of existing measures of commitment, including the organizational commitment questionnaire (OCQ) first developed by Porter et al. (1974). The research of Meyer and Allen (1984) tested the side bet theory of OC proposed by Becker (1960). The CCS and ACS as developed by Meyer and Allen (1984) was shown to have convergent and discriminant validity. This study was a significant improvement on the earlier study by Porter et al. (1974) and lead to the development of Meyer and Allen's three component model of OC questionnaire (1991) with the inclusion of the normative commitment scale (NCS). Whilst this questionnaire is still today regarded as one of the most comprehensive and well-developed tools to measure OC (Gade, 2003) it had its origins in the research of Porter et al. (1974).

The study by Porter et al. (1974) sought to develop an appropriate instrument to measure OC which displayed psychometric properties within the constraints of attitudinal measurement. The result was a 15 item questionnaire known as the OCQ which covered the three characteristics of commitment: a belief in and acceptance of organisational goals and values, a willingness to exert considerable effort to achieve these goals and, a strong desire to remain with the organisation. A seven point Likert scale with responses ranging from "strongly agree" to "strongly disagree" was used and included several negatively phrased and reverse coded questions.

The OCQ was provided by Porter et al. (1974) to 2563 employees across a wide range of organisations in the United States. The results of testing suggested strong evidence for internal consistency and test-retest reliability of the OCQ instrument. In addition, the instrument was found to be reasonably homogeneous,

relatively stable and displayed acceptable levels of discriminant, predictive and convergent validity. Porter et al. (1974) however noted a degree of caution when using the OCQ to measure OC. They suggested that as with any instrument of this type, there is always the possibility the participants can manipulate their scores by answering in certain ways. There was no attempt by Porter et al. (1974) to disguise the questions to remove this inherent factor and this must be kept in mind when analysing any data using this instrument.

2.10 Police Studies on Organisational Commitment

There have been very few studies which have specifically examined the OC of police officers. One study undertaken by Savery, Soutar and Weaver (1991) examined OC and job satisfaction of WA police officers. Demographic variables such as those mentioned previously, age and gender, as well as the rank of the participants, were used to look at whether these influenced job satisfaction and OC. The study utilised the OCQ (Porter et al., 1974) which was mailed to all members of the WA Police Union. Of the 3387 questionnaires distributed as part of this survey, 1929 were analysed for this study.

The sample used in this study closely represented the entire WA Police population. Savery et al. (1991) found age, gender, duties performed and educational levels were not significantly related to OC. This supports previous research (Stevens et al., 1978; Morris & Steers, 1980) which also found no relationship between gender and OC. Savery et al. (1991) suggest a possible reason as to why age and education had no relationship to OC was because these relationships are situational. Indeed other research (Barling, Wade & Fullager, 1990) found similar results in respect to age and education. Savery et al. (1991) also found OC was lower for sergeants in the WA Police Force than it was for more junior officers. Finally, their study found support for

the research of Angle and Perry (1981) which proposed that individuals who expected to remain in the organisation were more committed than those who intended to leave.

While this is the only study focussed solely on WA Police, Beck and Wilson (1997) reviewed other literature looking at the OC of Australian police officers, which included the Savery et al. (1991) research. Beck and Wilson (1997) suggest the finding by Savery et al. (1991) that sergeants have lower levels of OC than more junior officers, may be attributed to a feeling of disenchantment which grows the more time a person spends in the job. When an officer joins the police force they bring with them a high level of commitment to its philosophies and goals. After a period of time in the organisation this commitment may drop dramatically. As a result there is a negative correlation between overall commitment and tenure. Contrary to earlier research (Meyer & Allen, 1997) which showed high levels of affective commitment at the time of commencing with an organisation, Beck and Wilson (2000) found decreasing levels of affective commitment amongst Australian police officers as their tenure increased.

A study by Metcalfe and Dick (2000) which explored commitment amongst 2303 police officers in the United Kingdom, found that unlike previous research, commitment amongst police officers increased slightly with tenure. In addition, the level of commitment correlates to a police officer's rank within the organisation with constables displaying a lower level of commitment than more senior officers. This study suggests that the lower level of commitment by constables can be attributed to the management and organisational support they experience. One of the issues raised by this study is the difficulty experienced in determining what and to who the police officers are committed to. As mentioned previously in this study (Morrow & Wirth, 1989), individuals may be committed to their profession but not necessarily their current organisation.

Whilst the studies referred to in this review provide contrary evidence as to whether commitment increases or decreases with the length of time an individual remains in an organisation, what is not in doubt is the problem this can cause organisations. Beck and Wilson (2000) argue this should be of concern to police organisations as evidence has been found for the correlation of affective commitment to performance and other behaviours such as absenteeism and tardiness. The results of the research by Beck and Wilson (1997; 2000), Savery et al. (1991) and Metcalfe and Dick (2000) begs the question as to why police officers stay within the organisation if their level of affective commitment is low? As mentioned previously in this literature review the answer may lie within the separate constructs of commitment as outlined by Meyer and Allen (1991).

Meyer and Allen (1991) suggested that whilst an individual may have low affective commitment or a desire to remain with the organisation, they may feel an obligation to remain and therefore display high levels of normative commitment. Or in the case of police officers, it may be they feel they have invested too heavily in their organisation in the way of pension schemes (Becker's [1960] side bet theory) and therefore have high levels of continuance commitment. There may also be relevance to the theory of occupational commitment, where police officers may be highly committed to their occupation but not to the organisation. The study by Beck and Wilson (2000) argues that low levels of OC can present problems for any police force and due to the sparse lack of research surrounding OC of police officers, urge further study in this area.

2.11 Summary

In this review the various definitions OC has been afforded over the years, from Becker's (1960) description of commitment as engaging in a consistent line of activity to Porter et al's. (1974) description of OC as an individual's identification and involvement with their organisation, have been covered. What these two definitions have in common is their identification of the relationship an employee has with their organisation. How this relationship is formed and maintained has been the subject of this review. Becker (1960) sought to explain commitment through his side bet theory, which stated individuals decide to stay or leave an organisation based on the side bets they have made along the way. If the individual has too much to lose, they are less likely to leave the organisation than those who have made little to no side bets.

Porter et al. (1974; 1976) suggested there was more to OC than what an individual has to lose and proposed an affective dependence theory. This examined the nature of the psychological attachment an employee has with their organisation and recognised both attitude and job satisfaction are correlated with OC. Porter et al. (1974; 1976) also posed an interesting question which will be discussed in later chapters. Does declining commitment to the organisation result in an employee making a decision to leave or do employees make a decision to leave and then their commitment levels decline? As mentioned, the truth is most likely that some employees follow the first proposition, whilst for others it is the second.

Meyer and Allen's (1984; 1991) research and the research of Meyer et al. (1993) which have been discussed extensively in this review, form the basis for the prevailing orthodoxy in OC research. Meyer and Allen (1984; 1991) proposed OC was not one concept but consisted of three components which they referred to as affective, normative and continuance commitment. They stressed these are each components of

and not types of commitment, they are not mutually exclusive and an individual can have varying degrees of any one of these components. The latter study by Meyer et al. (1993), which expanded upon the earlier research, was extensive and involved 40 employee groups and 16,000 participants. For these reasons a strong argument is made for the generalisability of the three component model of OC across occupational categories. The three component model of OC questionnaire developed by Meyer and Allen (1984; 1991) is recognised as the most highly regarded tool to measure OC (Gade, 2003) and as a result was adopted in the current study.

Also examined in this review were the antecedents and outcomes of commitment. Whilst some support for demographic variables such as age and education being significantly correlated with OC (Steers, 1977; Morris & Sherman, 1981) was found, other studies found no such correlation (Bateman & Strasser, 1984). Likewise, the literature on the impact OC has on performance was inconclusive with some studies finding highly committed individuals perform better (Porter et al., 1974; Eisenberger & Davis-LaMastro, 1990) whilst others found no link between OC and performance (Steers, 1977). The relationship between OC and turnover is perhaps clearer with strong evidence that an individual's desire to leave their organisation will decrease as their OC levels increase (Angle & Perry, 1981; Meyer & Allen, 1984).

This review shows there are a number of different variables which impact upon an employee's commitment to their organisation. These influences are varied and differ for each individual. Factors such as job availability, job role, leadership and stress also need to be taken into account when determining how OC is formed and maintained. In the current study the three component model of OC (Meyer & Allen, 1984; 1991) will be used to determine if there is a relationship between OC and secondary employment which will be reviewed in the following chapter. In addition, this chapter will discuss the motives and characteristics of employees who decide to take on a second job.

As argued by Beck and Wilson (2000) in this review, low levels of OC amongst employees can be a considerable problem for any policing agency. This review has identified a sparse lack of research on OC amongst police. Whilst there is little research on the impact factors such as age, gender and rank have on the OC of police officers, there is no previous research on the impact of working part-time or whether working in the metropolitan area as distinct to a regional location influences OC. This last factor has potentially major implications for the WA Police who have 77% of their workforce in the metropolitan area whilst the remaining 23% work and live in regional WA. A finding that there is a significant difference in OC between these two groups may lead to a re-evaluation of who the WA Police send to these locations and importantly for how long.

CHAPTER THREE

LITERATURE REVIEW - SECONDARY EMPLOYMENT

3.1 Introduction

The purpose of this chapter is to provide background to the question of what motivates a person to engage in a second job. This review will use the term “moonlighting” when discussing individuals who hold a second paid job in addition to their full-time employment. In the 1800s and early 1900s the term “moonlighting” was originally associated with criminal behaviour at night. This term gradually changed from meaning workers who held a second job, most often at night, to the more liberal meaning of multiple job-holding which is used today (Dickey, Watson & Zangelidis, 2011). Moonlighting is now an accepted term within the current literature (Baba & Jamal, 1992) to describe this type of employment.

Examined in this review will be the personal characteristics of the moonlighter with particular attention to what professions are more likely to moonlight, whether being married or having a family influences the decision to moonlight and what impact if any age and gender have on moonlighting rates. Finally, this review will discuss whether there is a correlation between moonlighting and OC as well as other work related behaviours such as absenteeism, work performance and turnover. A summary of the literature reviewed in this chapter is detailed in Appendix 2 with a more detailed description outlined below.

3.2 Motives

3.2.1 Financial

One of the earliest explanations as to why people moonlight was proposed by Wilensky (1963) who suggested people take on second jobs because they are deprived of either wages or work hours in their primary job. Their primary job either cannot pay the salary they want or they cannot work the additional hours required to bring their salary up to the required level. This is known as the hours constraint theory and is prevalent in much of the early research on the motivation for moonlighting (O'Connell, 1979; Shishko & Rostker, 1976). This theory has a financial determinant at its foundation, influencing an individual's decision to moonlight based on how much they earn and how many hours they work in their primary job.

Hamel (1967) also examined the relationship between moonlighting and weekly earnings and hours worked. Hamel (1967) used data obtained from the 1966 Current Population Survey (CPS). The CPS is a statistical survey conducted by the United States Census Bureau for the Bureau of Labor Statistics and obtains information on employment in the United States. This survey suggested the level of a worker's salary will determine the likelihood they will moonlight. As the worker's salary rises the likelihood of moonlighting decreases. Whilst it was suggested when the amount of hours worked on a full time job is decreased the opportunity to take on a second job increases, Hamel (1967) found no evidence to support that actually occurred. However, he did find that a decrease in working hours in full-time work led to an increase in moonlighting. Shisko and Rostker (1976) suggested individuals have in their mind a set income goal which they believe will satisfy their financial needs and at some point they need to decide how much leisure time are they prepared to give up in pursuit of this goal. Shisiko and Rostker (1976) referred to this as the "tipping point".

Shisko and Rostker (1976) developed a mathematic model to predict at what point an individual decides that their leisure time is more important than seeking additional employment. They agree with Hamel (1967) that as the primary wage of an individual increases the likelihood of participation in secondary employment decreases. However, they also suggest as the moonlighting wage rate increases this causes the supply of labour into the moonlighting market to increase, resulting in previous non-moonlighters entering the secondary employment market. Other factors which Shisko and Rostker (1976) suggested have a correlation on moonlighting hours, include the size of the family (positive relationship) and age (negative relationship to moonlighting hours). Both these factors will be discussed in more detail later in this review.

Whilst financial reasons are cited as a main motivation for individuals to moonlight, a number of studies reviewed the exact nature of these financial circumstances. Perrella (1970) also used the CPS data for their study on moonlighting. This 1969 survey identified that at that time in the United States there were four million workers who moonlighted. Perrella's (1970) research found that meeting regular household expenses, saving for the future and paying off debts were the main financial reasons for moonlighting. Perhaps not surprisingly the study by Perrella (1970) also found a direct link between the amount of money earned in the primary occupation and the number of participants who stated they were moonlighting to meet regular household expenses. As the wages of the moonlighters increased participants were more likely to cite saving for the future or gaining experience in another job, as their main motivations to moonlight.

Taylor and Sekscenski (1982) recorded similar financial reasons for individuals to moonlight. Taylor and Sekscenski (1982) reviewed the 1980 CPS data which indicated at this time there were 23.1 million full-time workers in the United States, whilst the number of workers who moonlighted were recorded as 3.2 million. This study

found moonlighters cited the following reasons for working more than one job; meeting regular expenses or paying off debts, saving for the future, wanting to learn new skills before transitioning into the second job and finally, the enjoyment of the job.

Within the moonlighting literature there are numerous studies (Miller & Sniderman, 1974; Jamal, Baba & Riviere, 1998; Raffel & Groff, 1990; Parham & Gordon, 2011) which include teachers as their participants. Earlier studies suggested that moonlighting amongst teachers in the United States was so common that it was accepted as a normal way of life for both the teaching profession and the general public (Smith & Cooper, 1967; Guthrie, 1969). A study by Raffel and Groff (1990) examined the motivations of a sample of 92 teachers in the United States who moonlighted.

Participants in this study were asked how important the following factors were in taking on a second job; improve standard of living, maintain standard of living, pursuit of secondary interest, diversion from teaching and, preparation to leave teaching. Over 80% of the sample indicated they moonlighted for financial reasons because they wanted to improve or maintain their standard of living. More than half of the group indicated they moonlighted for either a diversion or development. Finally, one third indicated they moonlighted in preparation to leave teaching. Interestingly this study also asked the participants if their salary was increased by the amount they received in their second job, would they continue moonlighting? Over half (56.5%) indicated they would continue working a second job in addition to teaching. This would indicate there is not just one reason to moonlight but perhaps several.

Dickey et al. (2011) suggested that an individual's motivation for moonlighting will influence the numbers of hours they work in a second job, as well as how much they are paid. In addition, the reason they moonlight will also impact on the total length

of time they are employed in a second job. They proposed that for an individual who is hours constrained, the ability to work additional hours is not available, therefore if they wish to earn added income they need to take on a second job. In this situation an individual moonlights because they cannot work additional hours in the primary occupation. Non-constrained moonlighters are those employees who could work longer hours in their primary occupation if they chose to do so.

Dickey et al's. (2011) study involved 330 workers in the gas and oil industry in the United Kingdom. They found that employees who are facing financial difficulties are more likely to view moonlighting as a solution to this problem. In addition, when other members of the family are able to contribute financially to the household, employees are more likely to moonlight for non-financial reasons. Dickey et al. (2011) also found that those employees who were more experienced in the labour market were more likely to moonlight for financial over non-financial reasons. Finally, younger employees were more likely to moonlight for financial reasons.

3.2.2 Heterogeneous Jobs Model

Whilst some individuals choose to work a second job as they are constrained in their primary job by the amount of hours they work or the amount of wage they earn (Shisko & Rostker, 1976; O'Connell, 1979), for others the explanation may be because their primary and second jobs are heterogeneous (Conway & Kimmel, 1992). A person may hold a second job in order to, learn new skills in an occupation they are considering pursuing, perform activities which are of interest to them or to obtain job satisfaction which they do not receive in their primary job (Dickey, Watson & Zangelidis, 2009). Evidence for the heterogeneous jobs model of moonlighting originates from research (Wu, Baimbridge & Zhu, 2009) which shows a significant number of moonlighters have second jobs which are quite different from their primary job.

Kimmel and Conway (1996) argued that hours constrained moonlighters should have shorter moonlighting spells than those who moonlight for other reasons such as heterogeneous motives. Their study used a sample of 149 workers who moonlighted which was taken from a 1984 United States Survey of Income and Program Participation (SIPP). The SIPP collects and measures changes in topics such as economic well-being, education and the workforce (United States Census Bureau, 2016). Kimmel and Conway (1996) found that individuals in the early stages of their working lives tend to obtain a second job for financial reasons however, as they move through their careers they are more likely to moonlight for non-pecuniary reasons. In addition, their study also supported the research of Dickey et al. (2011) as it found the more experienced an individual is in the labour market the more likely they are to moonlight for financial reasons as distinct from heterogeneous job motives.

3.2.3 Insecurity Model

Another model which seeks to explain the motivation for moonlighting is the insecurity model (Wu et al., 2009). This occurs where a person may hold a second job in the event they lose their primary job as a hedge against unemployment. Whilst insecurity is suggested as a reason to moonlight, research on the subject has been inconclusive. The study by Wu et al. (2009) utilised data taken from the British Household Panel Survey over an 11 year period. This survey indicated there were 27.5 million people employed in the United Kingdom, 2.88 million of which worked two or more jobs. An analysis of this data by Wu et al. (2009) found no evidence to support their hypothesis that individuals moonlight to ensure work if they lose their primary job.

An Australian study utilising data from the Australian Bureau of Statistics in 2007, as well as limited data from other research conducted within Australia (Bamberg & Campbell, 2012), found support for the insecurity model. Bamberg and Campbell (2012) argued moonlighting provided individuals with the financial security they need to

learn new skills and increase their employability in the event they lost their primary job. Whilst there is no agreement as to whether the insecurity model is a valid explanation for moonlighting, what this does show is the motivations for moonlighting are diverse.

3.2.4 Other non-pecuniary motives

Amirault (1997) suggested non-pecuniary motives for moonlighting may be as strong as financial reasons. Amirault (1997) studied the characteristics of moonlighters utilising the 1995 CPS data. Amirault (1997) found the number of people working a second job increased as their education levels increased. As their salaries increased one would expect their motivation to moonlight would decrease but Amirault (1997) found no evidence for this. He suggests that as an individual increases their earnings and their education, their motivation for moonlighting changes from financial to non-financial reasons. Amirault (1997) argued that as individuals increase their level of education they make themselves more marketable for a second job.

The data contained in the CPS and referred to by Amirault (1997), found only a slight decrease in the amount of moonlighting as wages increased. If financial reasons were the main motivating factor for moonlighting one would expect to see a sharper decline in moonlighting rates as earnings increased. Amirault (1997) argued there were a number of people who earn high salaries and continue to moonlight because their work schedule allows it, or they have skills desired by other employers. He also suggests the flexibility of work schedules is a contributing factor as to why there are high levels of teachers, firemen and policemen who moonlight.

Lakhani and Fugita (1993) examined the decision to moonlight in a study of 37,308 individuals in the United States Army Reserve/National Guard. They proposed two competing theories as to why individuals choose to remain in the reservists. First, economic theory stipulates individuals enrol in the army reserve due to hours

constraints or underemployment in their primary jobs. Predictions based on this theory are drawn from what Lakhani and Fugita (1993) called income and substitution effects. The income effect is the effect an increase in the wage of the primary job has on the decision to moonlight. If the primary wage is higher than that paid in the moonlighting job then the individual is more likely to reduce the amount of hours moonlighting in lieu of more leisure time. Therefore income has a negative effect on moonlighting. The substitution effect is the effect that reducing the hours worked and as a result wages earned in exchange for more leisure time. There are two major limitations of this theory. First, it assumes the amount of hours an individual works in their primary job is constrained so that there is no possibility of working overtime and therefore increasing their wage. Second, it assumes an individual can work unlimited hours in their second job therefore increasing their overall wage.

The second major theory Lakhani and Fugita (1993) propose for moonlighting, especially if that moonlighting is in the reservists, is “patriotism theory” also known as the theory for compensated leisure. This states that service in the reserves is a normal good and that a positive utility is obtained by the individual. The effort made by the individual is akin to being paid for a leisure activity they enjoy. They found that whilst there was only weak support for the economic moonlighting theory, there was significant evidence for the patriotism theory to explain why individuals remain in the reserves. Therefore the desire to serve their country appears to outweigh any financial considerations as a reason to moonlight.

3.2.5 Energic/opportunity hypothesis versus Deprivation/constraint hypothesis

Jamal et al. (1998) developed two different explanations for moonlighting. First, moonlighters have higher expectations and exert higher energy than non-moonlighters. In this case they are considered a special breed of individual. They refer to this as the

“energetic/opportunity hypothesis”. They suggest that because these individuals have higher energy and expectations there will be no significant differences in outcomes such as job performance, turnover, job stress and job satisfaction. As they have this innate increased energy level the additional toll any secondary work will take on them will be negligible. Jamal et al. (1998) argue there is also a case of self-selection at play which must be considered. If the second job becomes too taxing the employees may be likely to quit their second job.

The second competing hypothesis proposed by Jamal et al. (1998) asserts that people who moonlight do so because they need the financial benefits of a second job and they are also socially deprived. This is referred to as the “deprivation/constraint hypothesis”. As these individuals are forced into these second jobs due to these reasons, it is proposed that compared to non-moonlighters they will show higher levels of stress, turnover and lower job satisfaction and involvement. The results of the study by Jamal et al. (1998) supported the energetic/opportunity thesis over the deprivation/constraint hypothesis. These results indicate that non-moonlighters have higher levels of job stress, burnout and turnover intention than moonlighters. When combined with previous empirical evidence on the effects of moonlighting it is perhaps appropriate to say that rather than being a product of deprivation, moonlighters are in fact a product of aspiration.

3.3 Characteristics

3.3.1 Occupations

Whilst various motivations for moonlighting have been discussed, the next important step in this review is to understand who moonlights. As mentioned previously, Amirault (1997) examined the distinctions between the motivations and characteristics of moonlighters utilising CPS data obtained through the United States

Census Bureau. This survey data found that at that time in the United States, 7.9 million persons or 6.3 % of all employed workers, held more than one job. The study also found that one in five male teachers moonlighted, one in six policemen and firemen moonlighted and one in ten farmers, public administration workers and postal service workers moonlighted. Whilst the intensity of moonlighting activity varied from one hour per month to nearly the equivalent hours of the primary job, the study found that for three in four workers moonlighting was a continuous element in their working lives.

Perrella (1970) found that workers in the United States who were employed by the government had the highest rates of moonlighting and suggested that consistent work patterns which allow regular free time, contributed to this. Moonlighting jobs performed by these individuals included those in the finance, service, retail and agricultural industries. Further, most individuals held second jobs which were different from their primary occupation. Perrella's (1970) study also found most moonlighters worked in a full-time role in their primary occupation, whilst only one in five were employed in a part-time job in their primary role. In addition, those who did moonlight indicated on average they worked 13 hours per week in their second job with 25% stating they worked one to seven hours per week whilst 30% worked eight to 14 hours per week in their second jobs.

3.3.2 Family

The impact of the family unit has also been found to have a correlation with moonlighting (Guthrie, 1969). Guthrie (1969) analysed data taken from the 1966 CPS in the United States. He found that whether an individual has children will impact upon the likelihood of working a second job, with the probability increasing 9% with each child in the family. This suggests there is some financial need behind the decision to moonlight. Further, a high proportion of married men stated their main motivation for

moonlighting was to ensure economic security was met for their families (Perrella, 1970).

Another study to examine the impact being married has upon the decision to moonlight was conducted by Dempster-McClain and Moen (1989). This study looked at the extent and correlates of moonlighting of 2118 employed husbands in the United States over a period of time during the 1970s. The study proposed three hypotheses to predict the likelihood of an individual moonlighting. First, young husbands with no families and husbands with children under six years of age and adolescents will be more likely to moonlight. Second, moonlighting rates will increase as the earnings of the individual in the primary job decreases. Last, husbands were more likely to moonlight if they had a chaotic work history with many previous jobs.

Dempster-McClain and Moen (1989) proposed the first two hypotheses were drawn from the “life cycle squeeze” approach as proposed by Wilensky (1963). This approach to moonlighting states that individuals (men) moonlight when they feel the squeeze between what their family needs and their available financial resources. This theory suggests as the needs and aspirations of the family exceed their resources they respond in a variety of ways including at this time the husband working increased hours or the wife going out to work. The third hypothesis also has its origins in the earlier work of Wilensky (1963) who argued there was a correlation to moonlighting and a sporadic work history. The results of the study by Dempster-McClain and Moen (1989) show support for all three hypotheses. Dempster-McClain and Moen (1989) suggest the incidence of moonlighting across the life cycle of an individual will vary and will be influenced by factors such as work history and wage earnings.

Alper and Morlock (1982) also focused on moonlighting from a family unit point of view. Their study analysed data taken from a national longitudinal survey of 6007

households in 1977 in the United States. They suggested that specialisation within the family unit is not unusual. If, for example, the husband has an advantage over the wife in market work and the wife has the advantage in non-market work, then specialisation in one area or another is likely to occur. In situations such as these the husband is likely to be the only family member who will devote his non-leisure time to work, whilst the wife will devote non-leisure time to non-market work. If however, the amount of market work required exceeds that which can be produced by one income, then there are two options for the family unit. First, a second family member, in this case the wife, commences work thereby increasing the income of the family unit. Second, the husband takes on a second job, especially if he still holds the advantage in market work compared to his wife. All members of the family therefore continue to specialise in market and non-market work.

Alper and Morlock (1982) argue the major reason for the existence of multiple job-holding is the lack of other family members who have the time or specialisation to take on market work. The fact that the husband holds another job, in addition to his primary job, indicates that the household utility gained by having the husband undertake market work is extremely high compared to the wife, or the household utility gained by the non-market work of the wife is extremely high compared to the husband. In 1976 in the United States, it was estimated that married women performed between 75% and 90% of all non-market work in the household (Walker & Wood, 1976). The results of the analysis by Alper and Morlock (1982) suggest the productivity of the wife in non-market and market work is an important determinant in deciding whether the husband undertakes a second job. In addition, this influence tends to change over time. As children in the family age and move out of the home, the home productivity of the wife decreases and therefore it is less likely the husband will work a second job. Further, the likelihood of multiple job-holding by the husband is influenced by both the husband and wife's attitude to entering the workplace.

Allen (1998) also examined whether there was a significant difference between married and unmarried individuals in respect to moonlighting and whether families impact upon a person's decision to moonlight. Allen's (1998) analysis drew data from a 1987 panel study of income dynamics in the United States. Participants in this study consisted of 1537 unmarried heads of households aged between 18 and 65 years. Allen (1998) argued there were two schools of thought in respect to the influence families have on the moonlighting decision. First, the presence of children in a family increased the financial burden on an individual and if they are constrained in the amount of hours they are working in their primary job and not able to earn sufficient income to support their family, they may be more inclined to moonlight. Second, the presence of a family may make the individual feel they need more leisure time and therefore the likelihood of moonlighting decreases with the presence of a family.

This second school of thought was supported by the research of Allen (1998) which showed the greater the number of children under five a person had, the less likely they were to moonlight. Allen (1998) argued an individual who has a large extended family is less likely to engage in moonlighting however, this is not the case with the immediate family. Allen (1998) offers the explanation that the extended family may offer financial support to the individual whereas there is no income support from the immediate family.

3.3.3 Gender and Age

There is strong evidence within the literature that both gender and age are correlated with moonlighting rates (Jamal, 1986; Stinson, 1986; Averett, 2001). Early moonlighting studies (Smith & Cooper, 1967) found that significantly more men than women engage in moonlighting. In 1970 2.5% of women moonlighted compared to 6% of men, by 1991 the amount of women moonlighting had tripled to 6% whilst for men the rate had grown slightly to 6.5% (Levenson, 1995). Studies in Australia have shown

slightly more women now moonlight compared to men (Australian Bureau of Statistics, 2009).

Averett (2001) analysed data from the 1991 CPS and suggested there a number of different reasons as to why men moonlight more often than women. Men often cite financial reasons as their main motivation to work a second job, whilst women state the main reason is they are saving for a special purpose or to help out a friend. According to Averett (2001) women moonlighters are also more likely to hold two part-time jobs whilst male moonlighters are more likely to hold one full-time and one part-time job. One reason Averett (2001) suggests for women having two part-time jobs is that it provides flexibility, especially for childcare. In addition, Averett's (2001) research found that women whose second job is not either managerial or professional are also more likely to be hours constrained. This is consistent with the theory mentioned previously (Shishko & Rostker, 1976; O'Connell, 1979) that employees who engage in moonlighting because their jobs are heterogeneous, do so because the primary job involves skills they can utilise in their second job.

Taylor and Sekscenski (1982) argued age has a different impact upon the motivations of moonlighters according to their gender. They found evidence to suggest that for men in the 25 to 34 year old age bracket, financial reasons to moonlight increased with age then start to decrease as they get older. There was no such pattern for women. They also found that moonlighting rates were highest for individuals in their 30s and 40s. Kimmel and Conway (2001) suggested a number of possible reasons for this. First, this is an age when most people have young families and the added financial burden this may cause increases the likelihood of undertaking a second job. Second, workers in this age group are most likely to have built up the necessary work experience which would allow them to gain employment in another vocation.

3.4 Outcomes of Moonlighting

Jamal and Crawford (1981) suggested there were a number of outcomes of moonlighting which can be described as both desirable and undesirable. Their data was drawn from structured questionnaires received from 405 participants in a western Canadian municipality. They examined moonlighters and non-moonlighters on a number of different variables including, mental and emotional health, absenteeism, turnover, job performance, participation in voluntary work and need fulfilment in the workplace. Contrary to the hypothesis, they found no significant differences between groups in respect of all the variables measured. They suggest this may be that the amount of outside work which was performed may be so low (five to 10 hours per week) that this has little impact on these variables. Alternatively, those who engage in moonlighting are more likely to cope with the additional demands placed upon them, those who cannot quickly drop out.

3.4.1 Social, Personal and Organisational Outcomes

Jamal (1986) examined the differences between moonlighters and non-moonlighters on social, personal and organisational outcomes. Examples of social outcomes he examined include participation in voluntary organisations, whilst personal outcomes included, the physical health of the employee, stress in the workplace and job satisfaction. Organisational outcomes examined by Jamal (1986) included, OC, absenteeism, turnover and job performance. Two groups of workers were studied, 404 blue collar workers and 252 fire fighters in the United States. The results of the study by Jamal (1986) revealed there was no significant difference between moonlighters and non-moonlighters in terms of job performance, absenteeism, turnover, physical health, stress and social support. However, he did find that in the blue collar worker group moonlighters had higher job satisfaction than non-moonlighters and in the fire fighter group OC was higher among non-moonlighters.

Jamal (1986) suggested possible reasons for these findings include the fact that the demands of working additional hours in a second job may not be as taxing as anecdotal evidence would have us believe. An additional five to 10 hours work per week, on top of a standard working week, may have very little impact upon an employee, especially if it is in an occupation the employee has a keen interest in. Jamal (1986) also proposed a second explanation which may lie within the selective nature of moonlighting. Those who are unable to cope with the additional demands moonlighting places upon them quickly leave their second job whilst those with the energy and the opportunity to moonlight continue. This proposition, that individuals who decide to moonlight have higher energy and expectations than non- moonlighters and as a result there will be no significant differences in job related outcomes, is the basis for a later study by Jamal (1998) which is referred to previously in this review.

Jamal (1986) also suggested that further study in this field should ask employees why they moonlight and also look at research in other occupational groups to determine if the results of this study can be replicated. Finally, it is argued that in order to increase the OC of moonlighters, organisations should consider a more liberal policy on moonlighting, targeting only those employees who are not coping either personally or organisationally with the demands of a second job. Jamal (1986) believed the use of side bets, as proposed by Becker (1960) and mentioned earlier in this review, could assist in increasing the OC of those employees.

3.4.2 Attitudes to Work

The amount of consistency between job attitudes for primary and secondary jobs was examined by Zickar, Gibby and Jenny (2004). Job attitudes were measured using affective commitment, continuance commitment and job satisfaction scales. In this study of 83 full-time workers in the United States, affective and continuance commitment were measured using the scales developed by Meyer and Allen (1991;

1997). The hypothesis in this study was that the levels of both job attitudes and job stress in the primary job, would correspond positively to levels in the secondary job. Their secondary hypothesis was that primary and second jobs which were similar, would show more congruence in attitudes than those where the two jobs were dissimilar in nature.

Zickar et al. (2004) found significantly higher levels of stress were recorded for participants in their primary jobs than in secondary jobs. In addition, continuance commitment levels were higher in primary jobs than secondary jobs. However, the study found no significant difference in affective commitment or job satisfaction levels between primary and secondary jobs. Zickar et al. (2004) suggested one reason as to why continuance levels may differ significantly between the primary and secondary job is that continuance commitment is often linked to the financial dependence of the employee to their job. Therefore the significance of the correlation between the primary job and the secondary job is most likely due to their financial situation.

3.4.3 Psychological Impact

Sliter and Boyd (2014) suggested multiple job-holding may impact upon the psychological and behavioural aspects of the employee and the organisation. As a result it is an important, if not a neglected, area of research. Most of the evidence compiled by researchers (Shishko & Rostker, 1976; O'Connell, 1979; Taylor & Sekscenski, 1982; Raffel & Groff, 1990) indicate the majority of people moonlight for financial reasons compared to those who moonlight because they simply like the second job. An area of future research suggested is to ascertain why older workers tend to moonlight for non-financial reasons. Of particular focus of researchers such as Zickar et al. (2004) was the question as to whether moonlighting has a negative effect on an employee's attitude to their primary occupation or whether it has an impact on their well-being. A study of 225 teachers in the United States indicated 67% believed

moonlighting had a negative impact upon their performance as a teacher (Parham & Gordon, 2011). Research on police officers in the United States by Arcuri, Gunn and Lester (1987) revealed 35% stated moonlighting had a negative impact upon their family lives.

The research by Parham and Gordon (2011) and Arcuri et al. (1987) identify three possible dangers of moonlighting. First, as moonlighters tend to work more hours overall in both jobs compared to those who do not moonlight, they are more likely to encounter psychological strain due to work-family conflict. Second, moonlighters must meet the demands of two different work roles which may impact upon their performance and attitudes. Finally, when employees experience stress and conflict in the workplace, their leisure time is usually where they can physically and psychologically recover. For moonlighters however, this leisure time is decreased and what would normally be recovery time is spent in another workplace.

There may be a buffer to reduce this strain on moonlighters as suggested by Arcuri et al. (1987). If the primary occupation and the moonlighting job are dissimilar, the demands of the job may be less likely to contribute to role conflict. On the other hand doing two jobs which are similar, may result in role overload causing additional strain on the employee. Another buffer suggested by Arcuri et al. (1987) is where primary jobs are worked to support the second job which is the employees real calling. An example may be a musician who works regular hours in an office job to support their passion of playing music in a band on the weekend. In this case as the second job is the employee's passion, it reduces any negative strains imposed by both the second and primary job.

3.5 Summary

There have been a number of empirical articles discussed in this literature review which span nearly five decades. The motivations, characteristics and outcomes of moonlighting have been reviewed. It is clear from the literature that a major motivating factor for individuals to take on a second job is for financial reasons. This however, is not the only reason and as has been pointed out there may be more than one reason as to why an individual moonlights. These include their second job complimenting the first, referred to in the literature as the heterogeneous jobs model (Conway & Kimmel, 1992) or as a hedge against unemployment, referred to as the insecurity model (Wu et al., 2009). Whilst some individuals work a second job for financial necessity (they need to), for others they work an additional job because they want to.

There are a number of specific occupations which feature highly in moonlighting rates. These include occupations such as teachers, fire fighters and policemen. It is suggested in the literature that this is due in part to the flexibility these occupations afford to the individual (Amirault, 1997). There is also strong evidence that whether or not an individual is married and has children impacts upon the decision to moonlight. Wilensky (1963) referred to this as the “life cycle squeeze”. The conclusion drawn here is that the added financial costs of raising children forces the individual to increase their income. If they are unable to earn more money in their primary job as they are hours/wage constrained, they will seek additional income through a second job.

Age, and to a lesser extent gender, also appear to have a correlation with the decision by some to moonlight. There are a number of studies which suggest that the incidence of moonlighting for individuals in their 30s and 40s is greater than for other age groups (Taylor & Sekscenski, 1982; Kimmel & Conway, 1996). This is a time in an

individual's life which is associated with getting married and starting a family and as outlined previously, this puts added financial burden on the family unit. Over the years the number of women in the workplace has increased, so it should be no surprise that their moonlighting rates have also increased. In the early studies on moonlighting women were not even mentioned due to their relatively low participation in the workplace. The latest available data on moonlighting in Australia indicates women are now more likely than men to moonlight (Australian Bureau of Statistics, 2009).

The impact moonlighting has on both the individual and the organisation is an important factor in the current study on secondary employment by WA police officers. Whilst there is some evidence to suggest moonlighting has a negative impact on OC this is occupation specific and cannot be generalised across occupations. OC is reported to be higher amongst non-moonlighting fire fighters and self-reporting by teachers indicate the majority believe moonlighting has a negative impact upon performance in their primary role (Jamal et al., 1996; Parham & Gordon, 2011). In addition, research on the impact of moonlighting by police officers indicates that a significant proportion state moonlighting has a negative effect on their family (Arcuri et al., 1987). Other factors which may impact upon moonlighting rates and are included as variables in the current study on WA police officers, such as work location (metropolitan or regional areas) and rank (seniority) are sparse to non-existent in previous literature. These will be examined in greater detail in the following chapter. Whilst the reviews contained in this and the previous chapter outline the development of our current understanding of OC and moonlighting, research as to the relationship between the two is limited and further study is warranted.

In addition, there is no previous research which examines why police officers in Australia decide to moonlight. As all Australian policing jurisdictions have a policy which deals with the secondary employment of its officers, this gap in our knowledge is

perplexing. Without knowing why police officers decide to moonlight it is difficult to develop policies to manage it or to argue for or against it. It is also surprising that police unions are not more vocal in calling for research on an issue which directly affects the welfare of their members. The management of moonlighting police officers is a challenge for policing organisations and it is argued represents a significant organisational risk. For these reasons the following hypotheses and research questions have been developed. It is hoped that through the research that follows a more thorough understanding of the motivations and consequences of moonlighting can be provided to reduce the risks to the organisation and the individual employee.

3.6 Hypotheses and Research Questions

The methodology chapter which follows will outline how the current study aims to fill the gaps in this knowledge by proposing the following null hypotheses:

H1: There is no significant difference of normative commitment between WA police officers who engage in secondary employment and those police officers who do not.

H2: There is no significant difference of affective commitment between WA police officers who engage in secondary employment and those police officers who do not.

H3: There is no significant difference of continuance commitment between WA police officers who engage in secondary employment and those police officers who do not.

In addition to the hypotheses above, the following research questions were developed to further analyse the OC of WA police officers between groups:

Question 1: Is there a relationship between secondary employment of WA police officers and gender?

Question 2: Is there a relationship between secondary employment of WA police officers and work location?

Question 3: Is there a relationship between secondary employment of WA police officers and employment hours?

Question 4: Is there a relationship between secondary employment of WA police officers and rank?

Question 5: Is there a relationship between secondary employment of WA police officers and tenure?

Finally, in an endeavour to ascertain the motives of WA police officers to engage in secondary employment, the following research question was developed:

Question 6: What factors influence the decision of a WA police officer to undertake secondary employment?

CHAPTER FOUR

RESEARCH METHODOLOGY

4.1 Introduction

In this chapter the research hypotheses, research questions, research philosophy and design adopted by the researcher are detailed. The population and sampling frame are outlined, together with an explanation as to why some members of the population were excluded. How conflicts of interest were dealt with is explored, as is how the anonymity of the participants was assured and what steps were taken to ensure the data collected remained confidential. Details are provided as to how this data was collected and what measurement instruments were used. This data collection is conducted in two separate phases and an explanation is provided as to why this approach was taken. Support is provided for the validity and reliability of the measures used in the study before the overall procedure undertaken to conduct this research is outlined.

The purpose of the quantitative research phase of this study is to determine if there is a significant relationship between OC and secondary employment by WA police officers. The independent variable for this stage of the research is secondary employment i.e. holding a job in addition to policing employment. The dependent variables are normative, affective and continuance commitment as described by Meyer and Allen (1991; 1997). These types of commitment were discussed previously in the literature review and will be discussed in more detail later in this chapter. In addition, this phase of the study also seeks to ascertain if there is a significant relationship between secondary employment of WA police officers and, gender, work location, employment hours, rank and tenure.

In the qualitative phase of the study the researcher seeks to understand why WA police officers undertake secondary employment. The WA Police have a secondary employment rate of 7% of their sworn workforce (D. Edwards, personal communication, October 26, 2016). These officers perform a variety of second jobs in addition to their primary roles as police officers. Understanding why WA police officers work second jobs may provide important information for the WA police executive in the development of policies and procedures for secondary employment. In addition, the results of this research may prove useful for employee representatives such as unions, when reviewing workplace health and safety policies.

4.2 Research Philosophy

Research philosophy is important to the researcher as it guides how the research is to be conducted (Sarantakos, 2005). It is guided by a set of beliefs known as a paradigm. A paradigm can be defined as "...basic belief systems based on ontological, epistemological and methodological assumptions" (Guba & Lincoln, 1994, p. 107). Different types of research are founded on different sets of beliefs and to understand this research it is important to examine the philosophy behind it (Guba & Lincoln, 2005). For the purposes of this study the research philosophy needs to answer the questions: "Is there a significant relationship between organisational commitment of WA police officers and their secondary employment?", "Is there a significant relationship between secondary employment and gender, work location, employment hours, rank and tenure?" and finally, "Why do WA police officers participate in secondary employment?" To achieve this the researcher must first consider their ontological position which is the starting point of all research, after which epistemological and methodological positions logically follow (Grix, 2002).

In research, ontology refers to the beliefs of the researcher about the nature of reality. Ontological questions include, what exists, what is true and how can we sort existing things? (Killam, 2013). Epistemology looks at the relationship between knowledge and the researcher during the discovery stage of research. It seeks to understand how knowledge is acquired and how do we know what we know. The ontological beliefs of the researcher will determine whether a relationship with the participants will be subjective or objective (Sarantakos, 2005). Finally, methodology refers to the systematic manner in which knowledge is discovered. Objectivity varies according to which methods are used for data collection and by the ontological and epistemological beliefs of the researcher (Killam, 2013).

Within an ontological perspective there are two competing views of reality, relativism and realism. Relativism is a concept which is relational. It is subjective in nature and relativists believe that a situation can be interpreted in a number of different ways by different people. There is not one truth but many versions of the same event according to the individual's perspective, influenced by their culture and life experience (Drummond, 2005). Realists however, are more objective and believe there is only one answer to any problem which can be determined by examining facts resulting from experimentation (Crossan, 2003). As an example, take a situation where a police officer interviews two witnesses who viewed the same event but give differing accounts of what they saw. A relativist police officer would view both accounts as truthful in their eyes. On the other hand a realist police officer would want to find out what exactly occurred and would view the witness whose account did not match this as being untruthful. Therefore the type of inquiry undertaken by a researcher will depend on these philosophical assumptions.

There are two major paradigms within research in which these assumptions can be divided, positivism and constructivism. The differences between these paradigms

originate from the ontological beliefs of the researcher as discussed earlier. Positivism is closely aligned to quantitative inquiry, founded on realist ontology (Clark, 1998). Positivists assume there is objectivity in scientific methods of data collection and typically use methodologies which are experimental and involve questionnaires and measurable tests (Bailey, 1997). Statistical analysis is at the heart of quantitative inquiry and the knowledge obtained is used to determine causality produced through hypothesis development and deductions (Gelo, Braakman, & Benetka, 2008). Critics of quantitative inquiry believe it does not allow for an in depth exploration of human behaviour and for this reason there is a distinct shift towards qualitative research in some disciplines (Killam, 2013).

Contrasting positivism is constructivism, which is based on relativist ontology. Constructivists attempt to find meaning from individual experiences using a qualitative paradigm (Bailey, 1997). Constructivists believe meaning can be constructed through an individual's social interaction. Therefore unlike positivists, we do not uncover the truth through experiments, we construct it. As a result there can be any number of different realities which are equally true. Constructivists believe both the participant and the researcher are co-creators of the findings during the research process. The data used to create these findings is typically collected through document reviews, interviews and observations (Merthens, 2010).

The ontological and epistemological beliefs of the researcher led to both positivist and constructivist paradigms underpinning this study. As this research sought to deduce a causal link between, OC of WA police officers and secondary employment and, secondary employment and gender, work location, employment hours, rank and tenure, a positivist paradigm was adopted using quantitative inquiry through the use of surveys. The other aim of this study was to explain why WA police officers engaged in secondary employment and to answer this question a constructivist paradigm was

adopted utilising qualitative inquiry through the use of interviews to obtain data.

Combining these two types of inquiry in research is referred to as mixed methods research and is an approach to knowledge which seeks various perspectives and standpoints. It is generally regarded as the third major paradigm after quantitative and qualitative research (Johnson, Onwuegbuzie & Turner, 2007).

Quantitative research methods can be used to determine if a relationship exists between variables however, they usually tell us little about the exact nature of the relationship (Ayiro, 2012). For these reasons qualitative research methods are also used to understand the details of these relationships. The benefits of adopting such an approach to research include; answering research questions other methodologies cannot, providing stronger inferences and, providing the opportunity for presenting a greater diversity of differing views (Teddle & Tashakkori, 2003). Whilst at times qualitative and quantitative research methods were seen as dichotomous, it is argued that mixed methods research operates on an interactive continuum (Tillman, Clemence & Stevens, 2011). This is beneficial to the researcher as mixed methods research can consider a wide range of theories.

In employing a mixed methods research design the researcher has taken a pragmatic approach to answering these questions. This pragmatism is an accepted philosophy for combining approaches and perspectives (Johnson, Onwuegbuzie & Turner, 2007). Many researchers view this pragmatic paradigm as an approach which supports intuition in research (Tashakkori & Teddle, 1998; Cresswell, 2005). It is not an approach which limits itself to one philosophy over another but examines the issue at hand and applies all available methods (Tillman, Clemence & Stevens, 2011). Cresswell (2009) argued that pragmatic research interacted with a number of different specific contexts which includes political, historical and social contexts which are especially relevant to policing. Mixed methods research also allows for both deductive

and inductive types of inquiry, which is particularly beneficial in the current study which utilises both surveys and interviews to collect data.

4.3 Research Design

Once a researcher has decided upon the research philosophy it is then necessary to develop a research design strategy (Cresswell, 2009). This study utilised a sequential design by conducting the quantitative stage of this research first through the use of surveys. Whilst a concurrent strategy conducts both qualitative and quantitative research and analysis at the same time, a sequential research strategy completes one strand of the research first before moving on to the second strand. Disadvantages of a sequential design approach include the greater time taken to complete the research which may lead to an increased participant attrition rate. The main advantage however, is the first phase of the data collection and analysis allows the researcher to shape the questions which follow in the second phase (Cresswell, 2009).

Once the data in the first stage of the research had been collected and analysed the second qualitative stage of the research began using semi-structured interviews with participants. Semi-structured interviews were used as they provide the participants with more flexibility to explain how and why they participate in secondary employment. In addition, semi-structured interviews allow the researcher to observe the participant's body language when answering questions and allow the gathering of supplementary information, which cannot be obtained through the use of quantitative methods alone (Cooper & Schindler, 1998).

Finally, the researcher has taken an explanatory approach to this research. Explanatory research favours the quantitative data as its primary source and the

qualitative data is secondary. This type of design uses quantitative data to determine statistical differences with the addition of the qualitative data to explain these differences and for these reasons was the approach taken in the current study (Tillman, Clemence & Stevens, 2011).

4.4 Population

A population is a whole group of people who have at least one characteristic in common (Salkind, 2010). For research purposes the population must be particularly defined and cannot be ambiguous (Burns, 1994). The population for this study includes all 5965 sworn police officers employed within WA on the 6th of January, 2014. This excludes the other two WA police employee groups who have limited sworn police powers, police auxiliary officers and Aboriginal police liaison officers. Whilst these two groups perform some similar roles which may also be undertaken by police officers, they are used in a support function and as a result were excluded from this study. The table below depicts the WA Police population on the 6th of January, 2014.

Table 4.1

WA Police population

Type of Data	Sworn Workforce
Workforce	Police Officers: 5 965 (73.7% of total workforce)
Gender	Male: 78.9% Female: 21.1%
Age	Average age : 39.4 years Over 55 years: 7.3%
Employment Status	Majority employed on permanent full time basis Part-time: 5.3% Permanent non-operational: 4.7% Temporary non-operational: 2.1% <i>(Non-operational officers are generally not in frontline roles)</i>
Work location	Metropolitan Area: 4569 Regional Western Australia: 1396
Length of Service	Less than 5 years: 33.0% 5-10 years: 19.0% More than 10 years: 48.0%
Ranks/Levels	Police Officer ranks: Constable: 4 161 (72.5%) Sergeant: 1 381 (24.1%) Inspector and above: 196 (3.4%) <i>(Excludes specified calling)</i>

Source: Snapshot data taken from WA Police RMIS System as at 6 January, 2014.

4.5 Sampling Frame

A sampling frame is the group of individuals who had a real chance of being selected for the sample (Hall, 2008). In this study the sampling frame includes all WA police officers however, those police officers currently undergoing recruit training and police officers above the rank of Inspector were not included. The decision to exclude recruit officers from the study is based on their limited knowledge of the organisation. Moreover their work status may have meant they felt influenced by the rank of the researcher (a Detective Senior Sergeant) to answer questions in a certain way. The decision to exclude police officers above the rank of Inspector is based on their current role in WA Police leaving little time for engagement in secondary employment. The sampling frame consisted of 5756 WA police officers from a total employee number of 5965 police officers (96.5%) within WA.

4.6 Sampling Technique

A non-probability sampling technique, convenience sampling, was used in the quantitative phase of this study. Guthrie (2010) states the main reason for convenience sampling is that it is an effective and efficient manner in which to obtain data. As the purpose of the current research is to analyse OC of police officers who engage in secondary employment and review determining factors, those participants from the population who had little knowledge of the organisation (recruits) and were least likely to engage in secondary employment (officers above the rank of Inspector) were excluded. Mangal (2002) states it is not vital and in fact can be impractical to include every person who fits a design criterion into a study. Further, the way to overcome this is to estimate the parameters of the population from the sampling frame.

Obtaining the correct sampling size in research is vitally important to ensure the data collected is unbiased (Leedy & Ormrod, 2010). Research conducted by Baruch and Holtom (2008) analysed the response rate of 490 studies which utilised surveys as a data collection method. This research found the response rate for data collected from individuals was 52.7% whilst from organisations the response rate was 35.7%. Whilst the current study has a response rate of 16.7%, which is less than the average reported by Baruch and Holtom (2008), the researchers in that study recognise the difficulties in obtaining responses from organisations and suggest research with lower response rates may still be published.

The surveys were e-mailed to participants as this is known to be a quick and cost efficient method in which to collect data (Schonlau, Fricker & Elliott, 2002). In addition, response rates for surveys which are sent electronically are equal to or higher than surveys which are mailed to participants (Baruch & Holtom, 2008). Reminders to complete the surveys were not sent to the participants. Whilst there are benefits to higher response rates when sending reminders (Burns, Duffett, Kho, Meade, Adhikari, Sinuff & Cook, 2008) the researcher was mindful the participants were all sworn police officers, completing the survey in work time and may have felt pressured by the researcher leading to inaccurate responses to the survey.

The sample size of 963 participants who volunteered to take part in this study by completing the survey was sufficient based on a 95% confidence level and a 5% margin of error (Krejcie & Morgan, 1970).

4.7 Informed Consent and Confidentiality

This study was undertaken with Edith Cowan University Higher Research Ethics Committee (HREC) approval (Project No.10397). HREC approval requires all

participants to be sent an information letter and an informed consent document.

Surveys were e-mailed so these documents were attached to the e-mails. In the body of the e-mail potential participants are advised that by completing the survey they are deemed to have provided their consent and they could withdraw from the study at any time. They are also advised the survey would take no more than 15 minutes to complete.

Prior to undertaking the research, the researcher sought the support of the Western Australia Police Union of Workers (WAPU). The WAPU represents 98% of all police officers in WA ("WA Police Union (Structure)", n.d.). Support was provided and the WAPU endorsed the survey (Appendix 3). This endorsement is mentioned in the e-mail to potential participants. The survey invited respondents to participate in a one-on-one interview with the researcher at the completion of the survey. For those who took part, an *Information letter for participants* is provided (Appendix 4), as well as an *Informed Consent* (Appendix 5) document which they are asked to sign.

As the primary researcher is employed by the WA Police he is also bound by the code of conduct for research conducted within that organisation. This code supports the guiding principles for research in Australia, which are to ensure high ethical standards and ensure validity of data and its accurate representation. In addition, the code outlines the requirements on the researcher which are to ensure the rights, health, well-being and dignity of individuals ("Code of conduct for research conducted within the Western Australia Police", 2008). Prior to commencing the study, approval from the WA Police in order to conduct research involving this organisation, was obtained (Appendix 6).

The WA Police Academic Research Administration Unit (ARAU) disseminated the e-mail link to the survey on behalf of the researcher. The role of this unit within the

WA Police is to develop and assist research applicable to policing in WA. The services of this unit were sought to identify the potential pool of participants through their access to WA Police human resource systems. Utilising this third party eliminated any personal contact between the researcher and the participants during the survey phase of the research and reduced the inherent risks of researching within one's own organisation (Asselin, 2003). In addition, participant's privacy was assured as the online survey tool used in this study (Qualtrics) only collects the IP address allocated to the computer from which the survey is undertaken. The IP address is identified in the returned data and increases reliability that only one survey has been completed by an individual participant.

Participants who agreed to identify themselves to the researcher and take part in semi-structured interviews had their identity disguised in the study. A spreadsheet containing the participant's details is kept by the researcher and participants are allocated a pseudonym used to report data. Any documents or information obtained throughout the course of this research which may identify participants is only disclosed with the express written permission of the participant. All collected documents and information, whether recorded as paper based sources or digitally, are held by the researcher in a locked cabinet at his workplace. In accordance with HREC approvals this information will be stored by the researcher until the 1st of December, 2021 at which point it will be destroyed.

4.8 Conflict of Interest

Conflicts of interest have the potential to threaten all aspects of research. This includes the choice of the research problem, the research design, the treatment of participants and the interpretation of the data (Curzer & Santillanes, 2012). Curzer and Santillanes (2012, p. 144) define conflicts of interest as "...a situation in which one's

duties and one's self-interest conflict in a way that has a significant chance of corrupting one's perceptions, motivations, actions, passions, values, and/or judgments". To ensure reliability and maintain the integrity of the research it is necessary to carefully monitor each stage of the research process. The integrity of the research can be undermined in two ways, either through the thought process of the researcher or through their motivation and behaviour (Shamoo & Resnik, 2003). In the current study there may be a perception of a conflict of interest as the researcher is a sworn WA police officer conducting research within his own organisation.

Whilst the researcher was unaware of the identity of the participants who undertook the survey phase of this research, he personally knew a number of participants who agreed to take part in one-on-one interviews as part of the qualitative research phase of this study. There is a potential for bias to enter the research process when the researcher knows the participant and chooses research questions to elicit a pre-determined response (Odgden, 2008). To overcome this perception and ensure integrity of the research, the interviews with participants were digitally recorded. All participants were asked the same base questions, which were open ended to allow full explanations to be provided without influencing the participants to answer questions in a certain way (Chapman & McNeill, 2004). Ogden (2008) argues another way to overcome conflicts of interest is through the self-awareness of the researcher, looking for data which is contradictory and being open to alternatives. Finally, a practical method to ensure any conflict of interest is managed appropriately is by declaring the conflict at the outset (Shamoo & Resnik, 2003). This is the approach which has been adopted in the current study.

4.9 Setting

The survey was electronically sent to the participants via their employee generated e-mail address and was completed by the participants at their workplace. On some occasions this may have been in a private office but most likely participants were in large shared workspaces with other employees nearby. However, it is possible for the participants to forward this e-mail to a private e-mail address and for the survey to be completed in another location unknown to the researcher.

The semi-structured interviews which formed the qualitative phase of this research took place at a number of different venues. Whilst most occurred in private areas at the participant's workplace, such as a closed office or a vacant lunch room, on some occasions the interviews took place in less formal venues such as a café. Whilst this setting did have problems in relation to the audio recording of the conversation between the researcher and the participant due to surrounding noise, the researcher noted the participants in these interviews appeared more relaxed and the interviews lasted considerably longer than those interviews held in the workplace.

4.10 Measurement Instruments

4.10.1 Quantitative survey

The dependent variable in this study is OC. There has been much debate as to what constitutes OC and whether it is a uni-dimensional (Blau, 1985; Wiener, 1982) or a multi-dimensional construct (Meyer & Allen, 1991; 1997). However, the most widely accepted definition is that of Mowday, Steers and Porter (1979, p. 226) who define OC as, "the relative strength of an individual's identification with and involvement in a particular organization". In addition, Mowday et al. (1979, p. 226) believed OC consisted of three factors, "a strong belief in and acceptance of the organization's goals

and values, a willingness to exert considerable effort on behalf of the organization and, a strong desire to maintain membership in the organization". It is from these three factors identified by Mowday et al. (1979) that Meyer and Allen (1991; 1997) developed their three-component theory of OC, which is the basis for the survey tool used in the current research.

Meyer and Allen (1991; 1997) summarised much of the earlier research on OC by researchers such as Mowday et al. (1979) and later Mowday, Porter and Steers (1982) and developed their three-component theory of commitment. Meyer and Allen (1991; 1997) found the OC of an employee to their organisation can take three quite distinct forms. These three types of commitment are referred to as affective commitment, continuance commitment and normative commitment. Those employees with high levels of affective commitment have a strong emotional attachment to their organisation and stay with that organisation because they want to do so. Employees with high levels continuance commitment recognise the costs involved in leaving the organisation and remain because they have to. Finally, employees with high levels of normative commitment have a strong sense of obligation to their organisation and stay with them because they believe they ought to do so (Allen & Meyer, 1996). Meyer and Allen (1991; 1997) found these three components of OC can be reliably measured using scaled responses in a questionnaire. As a result they developed their Three-Component Model (TCM) Employee Commitment Survey (2004).

The research of Meyer and Allen (1991; 1997) is regarded as one of the most comprehensive and well-developed theories on OC (Gade, 2003) and as a result their survey (Meyer & Allen, 2004) is used in the current research. There are two versions of this survey available for use, the original version which consists of eight questions for each commitment sub-group of affective, normative and continuance commitment and a revised survey which consists of six questions for each commitment sub-group. The

major difference between the two versions is in the original version the normative commitment scale seeks to determine the basis for the feeling of obligation felt by the participant, whereas the revised version does not. It was felt by the researcher the original version would provide a more thorough exploration of the hypotheses with little impact upon the participants and was therefore favoured for this study.

Whilst the survey groups each question into its commitment sub-group, Meyer and Allen (2004) recommend the questions for each group be mixed throughout the survey. In addition, four of the questions measuring affective commitment are reverse coded whilst three questions in the normative and two questions in the continuance sub-groups are reverse coded. The reverse coding of questions occurs in an attempt to ensure participants think about each question carefully and to guard against acquiescence biases (Baumbartner & Steenkamp, 2001). The commitment scores for each commitment type are scored on a Likert-type scale from 1 for “strongly disagree” to 7 for “strongly agree”.

Meyer and Allen (2004) recommend the scores for each response be averaged rather than using the sum totals for analysis. This is especially important where there is missing data. It is also recommended that statistical analysis techniques such as ANOVA be used to examine commitment levels across groups and correlation and regression analysis be utilised to determine if significant relationships exist between commitment levels and other variables within the data set. As the version of the survey tool used in this study is authorised for academic research purposes, prior consent of the authors was not required (Appendix 7).

The independent variables in this research include, gender, work location, employment hours, rank, tenure and finally whether they engage in secondary employment. Demographic variables are useful in research to describe the participants

and determine whether they are a representative sample of the population within the study (Salkind, 2010).

The survey was manually loaded onto the web based survey tool Qualtrics which provided a link to the online survey which was disseminated to the participants. This survey tool was used over alternative tools such as Survey Monkey due to its charting and graphing capabilities, as well as it being offered at no cost to the researcher. This tool is also visually appealing as indicated by the screenshot taken below at Figure 4.1 which shows how the survey appeared to the participants.

AUSTRALIA
ECU
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UNIVERSITY

On the sliding scale from "strongly disagree" to "strongly agree" please select one response which best describes your answer to each of the following questions.

I would be very happy to spend the rest of my career with the WA Police.

Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I enjoy discussing the WA Police with people outside it.

Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

This organisation has a great deal of personal meaning for me.

Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Figure 4.1. Screenshot of the Qualtrics survey tool used in this study.

In addition to the demographic information, the survey asked participants, who indicated they engaged in secondary employment, to nominate the industry that best described their secondary occupation from a nominated list. This list was adopted from the Australian and New Zealand Standard Industrial Classification 1993 (ANZSIC) and is the standard industry classification used in Australia by government agencies such as the Australian Bureau of Statistics. It allows for the collection, compilation and publication of statistics by industry (Australian Bureau of Statistics, 2006).

The participants were also asked how many hours per fortnight they worked in their secondary occupation. Following these questions the participants are asked, "On a sliding scale from strongly disagree to strongly agree please select one response which best describes your answer to each of the following questions". The 24 questions as suggested by Meyer and Allen (2004) then follow this request. Examples of questions asked include, "I would be very happy to spend the rest of my career with the WA Police" and "I do not feel emotionally attached to the WA Police" (Appendix 8).

4.10.2 Qualitative semi-structured interviews

Semi-structured interviews were used in the second phase of the data collection process to answer the research question, "What factors influence the decision of a WA police officer to undertake secondary employment?" Properly constructed interviews can be a versatile tool for obtaining insight and information into a workplace (Fontana & Frey, 2000). Semi-structured interviews are the most common type of interviews in qualitative research and are described as one of the most effective and convenient means for gathering data (Kvale & Brinkmann, 2009). The use of open ended questions was adopted to support the exploratory aim of the research which concentrated on the what, why and how.

Prior to asking questions of the participants they were advised the interviews would take between 30 and 45 minutes to complete. They were also told notes would be taken and the interview would be audio-recorded. Further, the audio recording of the interview will be erased once the project is completed and should the need arise they may be contacted for further clarification after the interview is transcribed. To ensure confidentiality during this stage of the data collection process, the participants were advised any information or details they provide for this study were confidential. They were reminded their participation in this project was voluntary and they were free to withdraw from the study at any time.

The following 13 pre-established questions were developed for this phase of the data collection process:

1. *What is your secondary occupation?*
2. *Why do you work a second job?*
3. *Are there other reasons why you work a second job?*
4. *What factors allow you to work a second job (i.e. working conditions)?*
5. *Tell me about what you like about your second job?*
6. *How did you come to work in that second job?*
7. *What does it mean to you to be able to work a second job?*
8. *What do you think about the current policy on secondary employment?*
9. *In what ways has working in a second job impacted upon your role as a police officer?*
10. *What factors prevent you from leaving the police and working in your second job full time?*
11. *Are there skills learnt in your policing career that you use in your second job and vice versa?*
12. *Do you define yourself as a police officer first and your other job second?*

13. Have you ever experienced a conflict of interest in your second job which impacted upon your policing career? Discuss.

4.11 Pilot study

Pilot studies are recommended for researchers before they commence their data collection (Cooper & Schindler, 1998). Pilot studies assist in identifying problems with method and design. A pilot study to assess the survey questionnaire used in the quantitative phase of this study was conducted amongst five volunteers from the target population. This sought to ensure, the survey was easy to read, the questions flowed logically and, provided an estimated time for completing the survey. In addition, the pilot study ensured the electronic link to the survey, which was embedded into an e-mail sent to participants, worked as required. The researcher was also able to use this sample data to familiarise himself with the survey tool Qualtrics which collected and collated the incoming responses from the survey. This link was sent to these volunteers on the 12th of December, 2013 which is approximately three weeks before the survey was sent to all participants within the target population.

No alterations were required to the survey with all volunteers indicating the survey was easy to access from the e-mail link and easy to complete. One volunteer indicated the reverse coded questions should have been re-phrased into a positive question, rather than in the negative as it was intended. No action was taken to change the survey as Meyer and Allen (2004) recommend this style of questioning to guard against participants mindlessly agreeing or disagreeing with the statements made.

4.12 Validity and reliability

Validity refers to the appropriateness of the measure used, whilst reliability considers the consistency of the measure (Hammond & Wellington, 2013). Validity implies the results obtained from the instrument used are meaningful, which in turn allows the researcher to generalise findings from the sample to the wider population (Creswell, 2005). One of the most often used statistics to determine reliability is Cronbach's alpha. This statistic determines the internal consistency in a survey instrument to ascertain its reliability. Internal consistency indicates that all of the variables vary in the same direction and their level of correlation with each other is statistically significant (Trobia, 2008).

The Cronbach's alpha test used to measure this is calculated as follows:

$$\alpha = \frac{n\bar{r}}{1 + \bar{r}(n - 1)},$$

In this calculation n is the number of items whilst r is the average of the intercorrelation among them. Cronbach's alpha varies from 0 to 1 with a higher value indicating the scale is coherent and therefore reliable (Trobia, 2008). Cronbach alphas above .60 represent satisfactory reliability levels (Kouzes & Posner, 2002). The TCM Employee Commitment Survey used in the quantitative data collection stage, has previously been established as a reliable instrument to measure OC. Cronbach's alpha testing across many studies indicate the median scale reliabilities for normative, continuance and affective scales are .73, .79 and .85 respectively (Meyer & Allen, 1997).

Whilst the Three-Component Model proposed by Meyer and Allen (1991; 1997) examines the individual constructs of affective, normative and continuance commitment, it also seeks to predict commonalities amongst these constructs. Whilst there have been several studies which indicate the three commitment forms are discernible constructs and are distinguishable from related constructs including, job satisfaction, career commitment, occupational commitment and work values (Meyer & Allen, 1997), one commonality is that each commitment type has an effect on an individual's desire to remain with an organisation (Jaros, 1997).

Ensuring research is both valid and reliable is especially difficult when it is based on semi-structured interviews (Brink, 1989). Validity and reliability in a semi-structured interview is based upon not asking the participants exactly the same question in the same format every time, but in conveying equivalent meanings for every question asked of a participant. In this way a researcher can ensure the interviews are standardised and also facilitates comparability (Louise-Barriball & While, 1994). The interview questions which formed the basis of the current study were adapted for each participant without removing the essence of the intent of the question. On occasions questions may not be asked of a participant if the topic was adequately covered in a previous answer to a question. Audio recordings of the interviews ensured their content can be replicated and validates the completeness and accuracy of the information collected (Louise-Barriball & While, 1994).

4.13 Procedure

A mixed methods approach to data collection was adopted utilising both surveys and semi-structured interviews with participants. The first phase of the data collection process involved the dissemination of a questionnaire to participants. This questionnaire was based on the survey for measuring OC of employees developed by

Meyer and Allen (2004) known as the TCM Employee Commitment Survey. Additional demographic questions were added to the survey which was then manually entered onto the survey tool Qualtrics. Each question measuring OC was coded from 1 “strongly disagree” to 7 “strongly agree” with the exception of the following questions which were reverse coded as recommended by Meyer and Allen (2004).

I think that I could easily become as attached to another organization as I am to the WA Police.

I do not feel like 'part of the WA Police family'.

I do not feel 'emotionally attached' to the WA Police.

I do not feel a strong sense of belonging to the WA Police.

I am not afraid of what might happen if I quit my job without having another one lined up.

It wouldn't be too costly for me to leave the WA Police now.

I do not believe that a person must always be loyal to his or her organization.

Jumping from organization to organization does not seem at all unethical to me.

I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore.

At the completion of the 24 questions measuring commitment a question asking the participants whether they were currently undertaking secondary employment in addition to their employment with the WA Police, was added to the survey. If the participant answered “no” they were automatically taken to the end of the survey. If the participant answered “yes” they were asked if they were willing to participate further in the research by volunteering to take part in a confidential one-on-one interview with the researcher. If the participant answered “yes” to this question they were also asked to click on a separate link embedded within this question which would generate an e-mail to the researcher. The participant was advised that by sending this email to the researcher they would be identified as undertaking the survey but their individual responses would remain confidential. Those participants who agreed to take part in

further research became the pool of participants for the second stage of the data collection involving a series of interviews with the researcher.

An electronic link to the survey was provided through the Qualtrics survey tool. This link was tested in a pilot study as described earlier. The researcher then engaged the services of the Western Australia Police Academic Research Administration Unit (ARAU) to disseminate the survey to participants. The ARAU accessed the human resource systems of the WA Police and collated all participants from within the sampling frame into a group e-mail distribution list. The researcher provided the ARAU with the electronic link to the survey, an *Informed Consent* document and an *Information letter to participants* and asked the ARAU to send the link to all participants within the sampling frame. In addition, the researcher included a letter of introduction along with an outline of the study, into the body of the e-mail (Appendix 9).

Once these documents were sent to the ARAU the Qualtrics survey was opened by the researcher to allow participants to commence inputting their responses. The above e-mail was sent to participants by the ARAU on the 6th of January, 2014 and participants commenced completing the survey immediately. The majority of surveys (59%) were completed by participants on the 7th of January, 2014 with 29% of participants completing the survey between the hours of 8.00 am and 9.00 am. Eighty four per cent of participants completed the survey within 10 minutes, with the longest time to complete the survey recorded as 3 hours and 30 minutes. It is assumed by the researcher that this participant was drawn away from the survey for a majority of this time and subsequently returned to complete it resulting in the long completion time. The survey was closed on the 26th of February, 2014 approximately 8 weeks after it was opened.

On the 14th of March, 2014 approximately 3 weeks after the survey was closed, a group e-mail was sent by the researcher to all participants who had indicated their willingness to take part in semi-structured interviews (Appendix 10). Those who replied by e-mail indicating they wished to take part were individually contacted by telephone or e-mail by the researcher and specific times were arranged for the researcher to meet with the participants. The first of these interviews took place on the 4th of April, 2014 with the last interview conducted on the 19th of November, 2014. For the 13 participants who lived in the metropolitan area, interviews took place at the participant's workplaces in private locations such as lunch rooms or closed offices and on a number of other occasions interviews were conducted at cafes.

The participants were again provided with an *Information letter* and an *Informed Consent* document which they were asked to sign before the interview took place. For those officers who lived in regional WA they were contacted by telephone and the interviews took place over the telephone with the call being placed on speaker and the conversation recorded on a digital voice recorder. Prior to this interview the regional participants were e-mailed an *Informed Consent* form and an *Information letter*, which they were required to read and sign before the interview took place. The signed *Informed Consent* form was then sent back to the researcher by mail or scanned and sent electronically by e-mail. The signed *Informed Consent* is kept in a secure location by the researcher as required by the HREC.

Thirteen open-ended interview questions were asked of the participants with a view to answering the research question, "What factors influence the decision of WA police officers to undertake secondary employment?" The interviews were digitally recorded with the permission of the participants. The participants were advised they would not be identified in any way and any information contained within the interview which would identify them would be removed from written transcripts of the interviews.

Once the final interview was completed the researcher had the interviews transcribed into a Word document. The transcripts were then entered into the NVivo 11 software tool for analysis.

4.14 Participants

4.14.1 Quantitative survey

The participants who agreed to take part in the survey were a varied group of police officers from both metropolitan and regional WA. A total of 963 surveys were commenced with 168 cases missing at least one response from the survey. The table below outlines the demographics of the participants who commenced the survey.

Table 4.2

Demographic information of participants who commenced the survey

1. How many years have you been a police officer?

#	Answer		Response	%
1	Under 5 years		114	12%
2	5-10 years		172	19%
3	11-15 years		136	15%
4	16-20 years		135	15%
5	20+ years		366	40%
	Total		923	100%

2. What is your current rank?

#	Answer		Response	%
1	Constable		117	13%
2	1/C Constable		138	15%
3	Senior Constable		304	33%
4	Sergeant		237	26%
5	Senior Sergeant		78	8%
6	Commissioned Officer		46	5%
	Total		920	100%

3. What is your sex?

#	Answer		Response	%
1	Male		737	80%
2	Female		182	20%
	Total		919	100%

4. Do you work in metropolitan or regional Western Australia?

#	Answer		Response	%
1	Metropolitan		697	76%
2	RWA		222	24%
	Total		919	100%

5. Do you currently work full-time or part-time?

#	Answer		Response	%
1	Full-time		888	97%
2	Part-time		28	3%
	Total		916	100%

6. At any time in the last 12 months have you engaged in any paid employment other than with the WA Police?

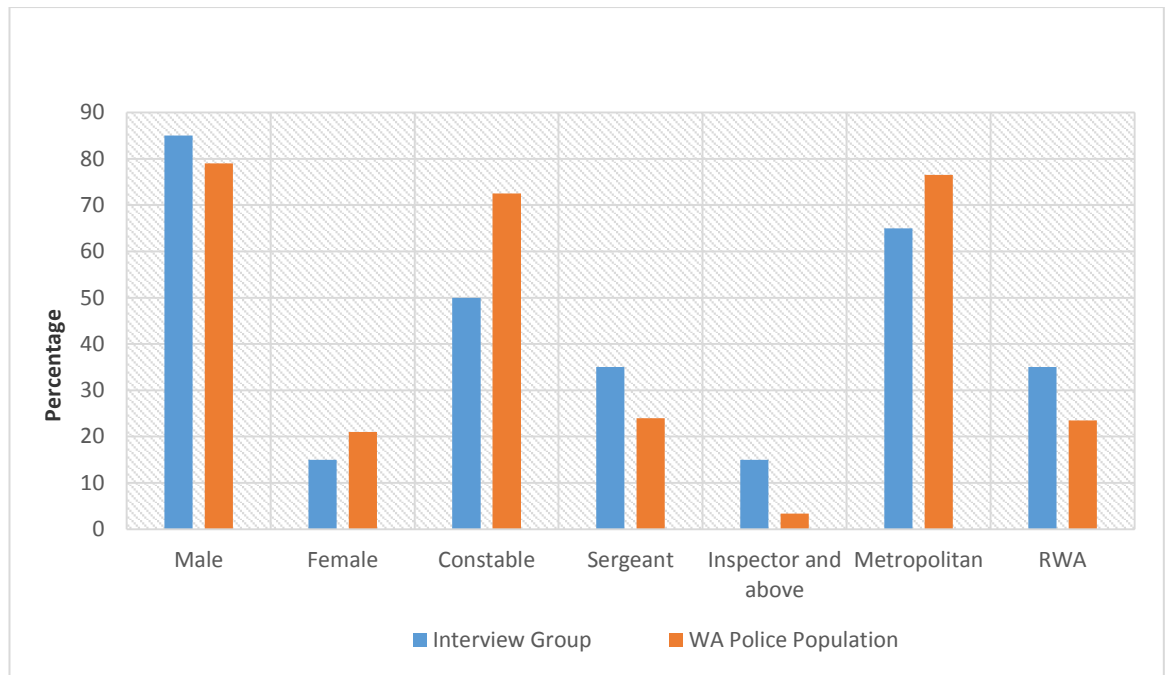
#	Answer		Response	%
1	Yes		198	23%
2	No		674	77%
	Total		872	100%

4.14.2 Qualitative semi-structured interviews

Of the 76 participants who indicated their willingness to take part in interviews, 35 initially agreed to take part in semi-structured interviews after being contacted by the researcher. Three participants subsequently withdrew from the study leaving a remaining sample size of 32 participants. Of this remaining sample, 20 participants were selected by the researcher for one-on-one interviews. The researcher utilised a combination of typical and convenience sampling procedures to select these participants. Typical sampling selects participants who reflect the average person, instance or situation, whilst convenience sampling, as the term suggest, selects participants based on their availability as well as other factors such as time and money (Merriam, 2014).

The researcher selected 13 participants based on their physical work location being in a close proximity to the researcher's work location, with the remaining 7 participants living in regional WA. This sample consisted of 17 males and 3 females, 10 participants were of the rank of constable (including first class constable and senior constable), 7 participants were of the rank of sergeant (which included senior sergeant) and 3 participants held the rank of Inspector. All participants worked full-time. The table below compares this sample group against the entire WA Police population.

Table 4.3

Comparison of sample group**4.15 Data Screening**

Of the 963 surveys commenced in the first stage of the data collection process only 795 surveys were completed in their entirety. The remaining 168 surveys, representing 17.45% of the total sample population, contained missing responses. Table 4.4 shows the question which had the highest amount of missing data at 9.8% of the total sample population was question 30 which stated, “I do not think that wanting to be a company man or company woman is sensible anymore”. The question which had the least amount of missing data at 5.6% was question 10 which stated, “I would be very happy to spend the rest of my career with the WA Police”.

Table 4.4

Descriptive statistics depicting responses to TCM Employee Commitment Survey

	N	Mean	Std. Deviation	Missing		No. of Extremes	
				Count	Percent	Low	High
Q.10	909	5.11	1.640	54	5.6	29	0
Q.13	907	4.45	1.637	56	5.8	0	0
Q.14	903	5.17	1.496	60	6.2	146	0
Q.17	895	3.43	1.608	68	7.1	0	0
Q.18	892	3.52	1.567	71	7.4	0	0
Q.22	890	4.80	1.661	73	7.6	32	0
Q.25	875	4.53	1.647	88	9.1	0	0
Q.31	871	4.63	1.648	92	9.6	0	0
Q.11	906	4.33	1.762	57	5.9	0	0
Q.15	906	4.31	1.826	57	5.9	0	0
Q.19	896	5.30	1.711	67	7.0	125	0
Q.20	891	3.92	1.701	72	7.5	0	0
Q.23	871	4.43	1.673	92	9.6	0	0
Q.26	877	4.22	1.763	86	8.9	0	0
Q.29	873	3.73	1.688	90	9.3	0	0
Q.32	874	4.30	1.660	89	9.2	0	0
Q.12	906	4.57	1.730	57	5.9	0	0
Q.16	904	3.86	1.672	59	6.1	0	0
Q.21	891	4.71	1.486	72	7.5	19	0
Q.24	876	4.43	1.406	87	9.0	13	0
Q.27	875	3.39	1.518	88	9.1	0	11
Q.28	874	2.97	1.527	89	9.2	0	5
Q.30	869	4.05	1.423	94	9.8	0	0
Q.33	871	4.20	1.328	92	9.6	121	30

In any type of research there is always the possibility there will be missing data (Acock, 2005). This can occur for a number of reasons but it is important that this is not ignored (Osborne, 2013). Osborne states researchers should review their data for any missing variables and attempt to identify why it is missing and deal with it in the most appropriate way. Missing data can be defined in a number of ways. The most common are, missing completely at random (MCAR), missing at random (MAR) and missing not at random (MNAR) (Cox, McIntosh, Reason & Terezini, 2014).

For data which is either MCAR or MAR some researchers recommend a technique referred to as list wise deletion (Lewis-Beck, Bryman & Liao, 2004). This method involves removing the missing data from the analysis altogether however, it should be noted this can cause statistical inconsistencies in the results. Another method to deal with missing data is imputation which involves replacing missing values with an estimated value (Salkind, 2010). Salkind (2010) recommends using imputation to treat missing data when the data is MNAR. Further, a quick and relatively easy imputation method is to replace missing values with the median value. However, rather than use a global median which can cause values to be repeated, the local median for that value should be used.

In order to determine what category of missing data the current research falls within, Little's Missing Completely at Random (MCAR) test utilising SPSS was performed (Little & Rubin, 2014). This test, as detailed in Table 4.5 revealed the data is statistically significant at 0.002. Therefore the null hypothesis that the data is missing at random is rejected and it is assumed the values are missing not at random (MNAR). As a result the local median value was utilised to replace missing values.

Table 4.5

Total mean commitment scores per question

Question	Mean
10	5.11
11	4.33
12	4.57
13	4.45
14	5.18
15	4.31
16	3.86
17	3.43
18	3.53
19	5.30
20	3.92
21	4.71
22	4.81
23	4.42
24	4.44
25	4.53
26	4.21
27	3.39
28	2.97
29	3.72
30	4.05
31	4.63
32	4.30
33	4.19

a. Little's MCAR test: Chi-Square = 832.062, DF = 716, Sig. = .002

4.16 Data Cleaning

The next stage of the analysis was to clean the data obtained from the survey. Data cleaning is the process of preparing a data set for analysis (Salkind, 2010). The data in the current study was cleaned by substituting the missing values with the median value for that case. The data was then checked for outliers by conducting a visual inspection of box plots. As outlined in Figure 4.2 this test revealed there were no outliers in the three dependent variable groups of affective, normative and continuance commitment.

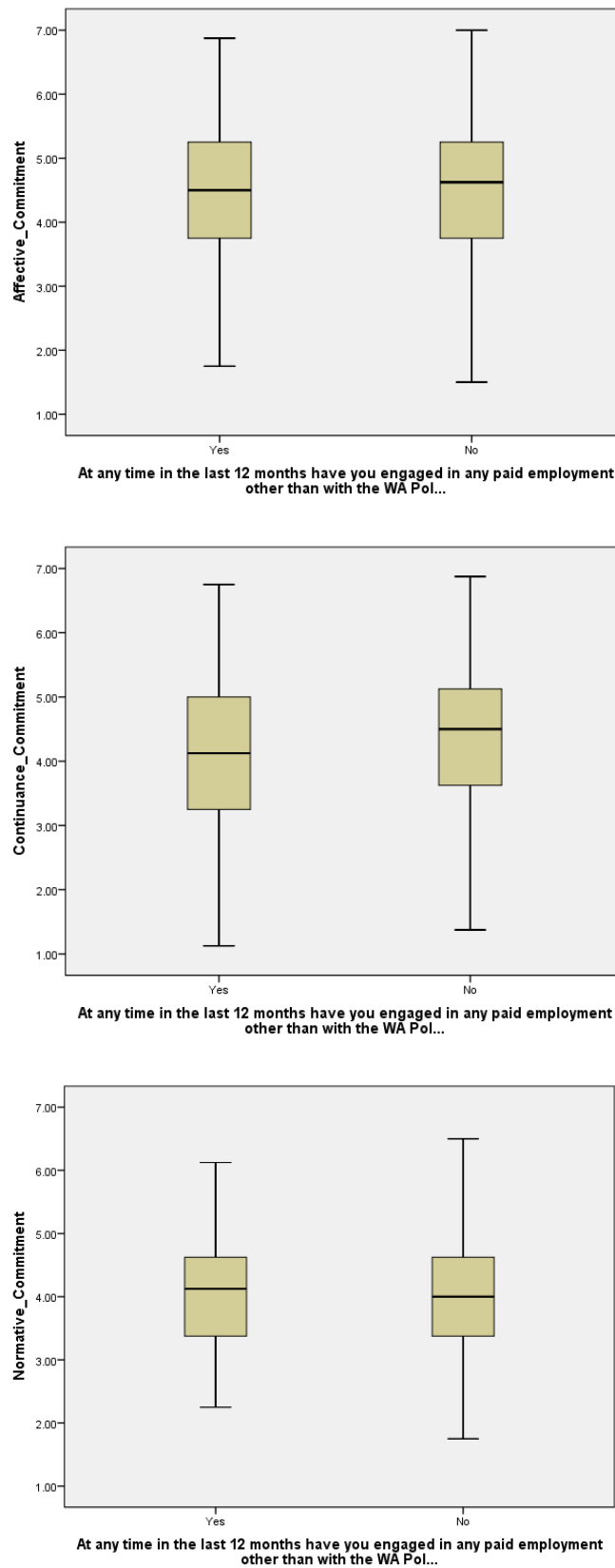


Figure 4.2. Box Plot test for Outliers.

4.17 Tests for Normality

Numerical testing which analysed the skewness and kurtosis levels of the data was then used to assess the data for normality. Many of the statistical procedures, including a one way analysis of variance (ANOVA), are based on the assumption that the data is taken from populations which are normally distributed. This assumption is especially important when constructing reference intervals for variables. When the assumption of normality cannot be met it is not possible to draw accurate and reliable conclusions from the data (Ghasemi & Zahediasl, 2012). A z-score for skewness and kurtosis was obtained by dividing the skewness and kurtosis by their respective standard errors. A statistical significance level of 0.01 (z-score of ± 2.58) was accepted for tests for normality utilising the Shapiro Wilk's test. This level is accepted as the benchmark and cuts off 1% of scores which fall outside this normal distribution (Field, 2013). All data was analysed using SPSS version 20.

4.18 Data Analysis

The level of significance p -value in a research study should be set at .05 to establish 95% confidence that results are due to relationship and not chance (Muijs, 2011). To test the null hypotheses in this study the level of significance was established at p -value of .05. The p -value represented the strength of the null hypothesis. A low p -value of less than .01 provided a strong reason for rejecting the null hypothesis. A p -value higher than .05 signified an insufficient reason to reject the null hypothesis and a p -value of .01 to .05 signified adequate evidence against the null hypotheses (Neuman, 2006).

4.18.1 Quantitative survey

Meyer and Allen (2004) recommend a one way ANOVA statistical test be used to examine data obtained from their TCM Employee Commitment Survey which was used in this study. The ANOVA technique is useful to compare means of groups of a quantitative measure to determine if there is a significant difference between these groups (Klugkist, 2008). In order for a one-way ANOVA test to be applied to the data it must first meet the following assumptions; the data must be normally distributed, there must be equal variances between the data for the dependent variables, the observations must not be correlated and they must be independent of one another (Martin & Bridgmon, 2012). As tests for skewness and kurtosis together with the Shapiro-Wilk's test in the current study indicated the data was not normally distributed, the Mann-Whitney U test was used as an alternative.

4.18.2 Qualitative semi-structured interviews

The aim of the exploratory study was to ascertain what factors influence the decision of WA police officers to undertake secondary employment. The grounded theory approach as proposed by Glasser and Strauss (2009) was used as the basis to answer this question. This theory uses coding to identify themes in an attempt to understand the underlying meanings and context of the data. The grounded theory approach is recognised as suitable for processing and coding qualitative data gathered through semi-structured interviews (Martin & Turner, 1986).

The first stage of this qualitative analysis was to have the digital recordings of the interviews transcribed. These recordings were transferred from a digital voice recorder to a USB and hand delivered to a transcription service. The data was then transcribed into a Word document. The researcher ensured this transcription company were bound by their own confidentiality clause which prevented dissemination of the interviews to any unauthorised parties and destruction of the audio data once it had

been transcribed and e-mailed to the researcher. The researcher compared the transcribed data against the audio recordings to ensure it was an accurate account of the interviews which took place and made corrections where necessary. Whilst reviewing these transcripts the researcher redacted certain information from interviews which may have identified the participant. This included their name, current workplace, name of any other person the participant referred to in their workplace and on one occasion the specific secondary occupation worked. A sample of these transcripts is included at Appendix 11.

In the next stage of the analysis the transcribed interviews were imported into NVivo 11 for analysis. NVivo 11 is a computer software program which organises and analyses unstructured data ("QSR International NVivo 11 for Windows," n.d.). The downside of using a data analysis tool such as this are the same for any computer program, in that it takes time to understand how the system works and there is always the possibility the system could crash (Ozkan, 2004). The transcripts were read to identify any major themes or topics which were continually repeated by the participant. During this process the researcher was cognisant of likely themes which had previously been identified in the literature review outlined in Chapter Three of this study. As a theme was identified in the transcript a "node" was created in NVivo. A node is a collection of references about a specific theme ("QSR International NVivo 11 for Windows," n.d.). When similar themes were identified from different participants, the relevant parts of the transcript were highlighted and moved into this node folder. This allowed the researcher to easily view which participants spoke of these themes.

A descriptive numerical analysis of the interview data was used by the researcher in the next phase of this qualitative analysis. This included, analysis of the total number of times a topic was addressed, the average percentage of a topic by a participant and how many of the participants addressed a certain theme. Whilst there

are other methods of content analysis this method was preferred by the researcher as it is known to assist in preventing single comments from being given too much weight whilst also avoiding hasty generalised findings (Schilling, 2006).

Finally, the identified themes, participants and relevant text were summarised and entered into a table on a Word document. This allowed the researcher to easily review the data during the write up stage of this study (Appendix 10). The process undertaken by the researcher in analysing the qualitative data is outlined in the figure below.

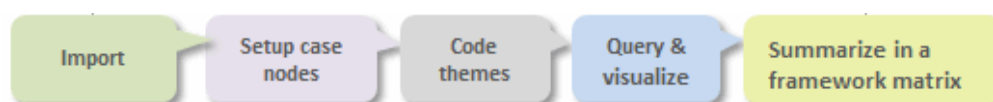


Figure 4.3. Qualitative analysis process.

Source: QSR International NVivo 11 for Windows. (n.d.)

4.19 Summary

In this chapter the hypotheses and research questions to be examined have been outlined. The chapter explains why it has been necessary to use both quantitative and qualitative research methods to analyse and answer these questions and why the researcher took a pragmatic approach to underpin this study. The study utilised a sequential rather than a concurrent research design. Also detailed in this chapter are the measurement instruments used in both the quantitative and qualitative phases of this research. The chapter also explains that by taking an explanatory approach to the research, quantitative data was used as the primary source for this study whilst qualitative data was secondary.

Detailed is how and why the three-component theory of OC as proposed by Meyer and Allen (1991; 1997) was used as the basis for the measurement instrument in the first phase of this research. It explains the survey tool used by the researcher and the computer software used to disseminate and then collect the survey data from the participants. Finally, in this section of the chapter the statistical tests which were applied to the data were outlined with an explanation as to why these were preferred over other techniques.

In the second phase of this research semi-structured interviews were undertaken and the data from these interviews coded and measured to analyse, the number of times a topic was mentioned, the average percentage of a topic discussed and how many of the themes were addressed by the participants. The process used to organise and then code this information is detailed. The grounded theory approach undertaken is also discussed in this chapter and again support is provided for use of this method.

The number of participants who participated in the first survey phase of this research is below the average number of participants for a survey of this type but support is provided as to why this data is still valid and the results of this research may still be published. It is also recognised that during the second qualitative phase of the research more interviews may have provided additional information however, the researcher was limited in the time that could be devoted to this part of the data collection process. The researcher for this study was in a unique position as an employee of the WA Police for close to 30 years. This employment enabled direct access to be obtained to 5965 WA police officers and a number of organisational records that are used (with consent) in this study. Limitations this places upon subjectivity were recognised and steps taken to overcome this are outlined. Every step taken by the researcher in conducting the study is outlined in this chapter.

CHAPTER FIVE

RESULTS - FINDINGS OF QUANTITATIVE ANALYSIS

5.1 Introduction

In this chapter a description of the sample is provided as is information describing the variables used in statistical analyses. An examination of the hypothesis and research questions is explored together with a summary of the results. As discussed in the previous chapter a sequential methodology, obtaining and analysing quantitative data in the first phase of the research before moving to the second qualitative phase, was used. In addition, by taking an explanatory approach to this study quantitative data was used as the primary source of information and the qualitative data as the secondary source. For these reasons the findings of the analyses are presented in two separate chapters with the quantitative analysis presented in this chapter and qualitative analysis results in the next.

5.2 Description of the Sample

The population explored in this study consisted of all police officers within Western Australia on the 6th of January, 2014. The sample in the current study included police officers from the rank of Constable through to Inspector. A total of 963 participants commenced the survey which formed the quantitative data collection stage of this study. A number of participants did not complete all questions in the survey, hence the variation in the number of participants in Table 5.1. This table contains the descriptive statistics for the sample demographic characteristics of, number of years as a police officer (tenure), rank, gender, work location and work status.

Most participants in this study had 20 years or more experience in the WA Police (39%) whilst those with less than five years of experience participated the least (12%). Participants who held the rank of Senior Constable were the most represented group in the study (33%) followed by participants who held the rank of Sergeant (26%). More men (80%) than women (20%) participated in the study, most participants worked in the metropolitan area (76%) and most worked full-time (97%) compared to part-time (3%).

Table 5.1

Demographic variables of WA police officers who completed the research survey.

Variable	Category	N	%
Years as a police officer	Under 5 years	114	12
	5-10 years	172	19
	11-15 years	136	15
	16 - 20 years	135	15
	20+ years	366	39

N = 923

Variable	Category	N	%
Rank	Constable	117	13
	1/C Constable	138	15
	S/C Constable	304	33
	Sergeant	237	26
	Senior Sergeant	78	8
	Inspector	46	5

N = 920

Variable	Category	N	%
Gender	Male	737	80
	Female	182	20

N = 919

Variable	Category	N	%
Work location	Metropolitan	697	76
	Regional WA	222	24

N = 919

Variable	Category	N	%
Work status	Full-time	888	97
	Part-time	28	3

N = 916

Table 5.2 contains descriptive statistics for the types of industry engaged in by those police officers who indicated they participated in secondary employment outside the WA Police within the last 12 months. Most participants (55%) indicated they participated in other occupations which were not recorded on the predefined list provided in the survey (Australian Bureau of Statistics, 2006). The second highest occupations were construction and education/training (both 12%) followed by retail (6%). The occupations with the least participation as secondary occupations were real estate and information technology (both 1%).

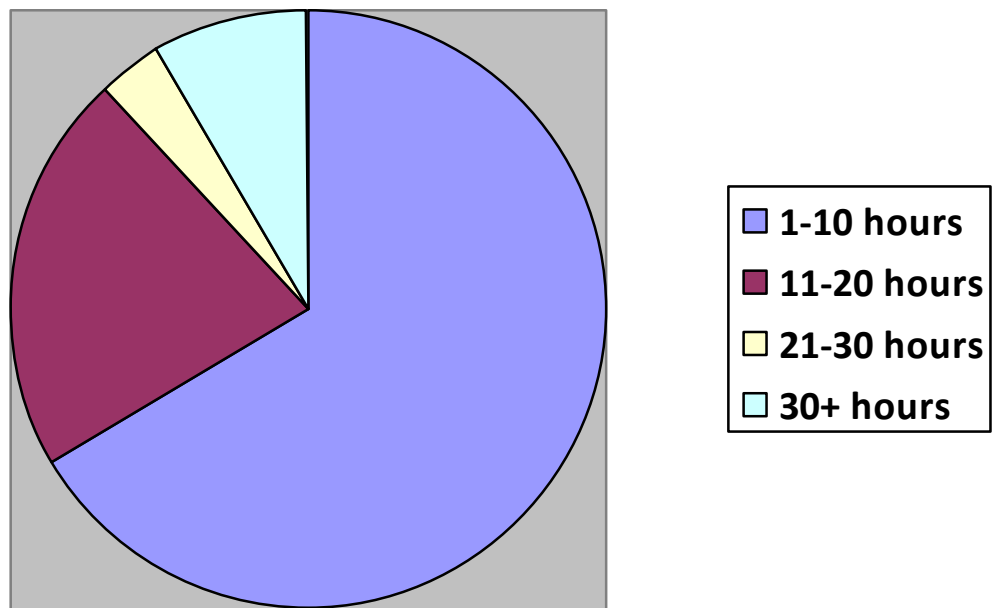
Table 5.2

Secondary employment industries engaged in by WA police officers.

Industry	N	%
Agriculture	5	2.5
Mining	3	1.5
Construction	23	12
Retail	12	6
Transport	8	4
Finance and Insurance	3	1.5
Real Estate	2	1
Information Technology	2	1
Education/Training	23	12
Healthcare	3	1.5
Accommodation and Food Services	4	2
Other	108	55

N = 196

Figure 5.1 contains descriptive statistics for the number of hours per fortnight worked in secondary occupations by police officers within the last 12 months. Most officers from the secondary employment group indicated they worked between one to 10 hours per fortnight in their secondary occupation (66%), followed by 11 to 20 hours per fortnight (22%), 30+ hours per fortnight (8%) and finally 21 to 30 hours per fortnight (4%).



N = 198

Figure 5.1. Hours per fortnight worked in secondary occupations by WA police officers.

Table 5.3 contains the descriptive statistics for the demographic characteristics for police officers who indicated in the survey that they had participated in secondary employment within the last twelve months. These results are similar to the demographic characteristics of the overall sample with most officers who engage in secondary employment having 20 years or more experience (39%), officers of the rank of Senior Constable being the highest represented group (33%) and more males (88%) than females (12%) indicated they engaged in secondary employment. In addition, most participants were from the metropolitan area (73%) and worked full-time (95%).

Table 5.3

Demographic of WA police officers who engaged in secondary employment within the last 12 months.

Variable	Category	N	%
Years as a police officer	Under 5 years	24	12
	5-10 years	40	20
	11-15 years	28	14
	16 - 20 years	29	15
	20+ years	77	39

N = 198

Variable	Category	N	%
Rank	Constable	26	13
	1/C Constable	33	17
	S/C Constable	66	33
	Sergeant	55	28
	Senior Sergeant	13	7
	Inspector	5	2

N = 198

Variable	Category	N	%
Gender	Male	175	88
	Female	23	12

N = 198

Variable	Category	N	%
Work location	Metropolitan	145	73
	Regional WA	53	27

N = 198

Variable	Category	N	%
Work status	Full-time	188	95
	Part-time	10	5

N = 198

Table 5.4 contains descriptive statistics of commitment components for the group of police officers who engage in secondary employment and the group of officers who did not. Of the 963 participants who commenced the survey, 91 participants did not indicate whether they engaged in secondary employment and therefore were removed from this analysis. Data is presented as mean \pm standard deviation.

Commitment scores were higher across all commitment types for those officers who did not engage in secondary employment compared to those officers who did.

Normative Commitment scores were higher for those officers who did not engage in secondary employment (4.02 ± 0.94) compared to those officers who did (4.01 ± 0.91).

Affective Commitment scores were higher for police officers who did not engage in secondary employment (4.46 ± 1.10) compared to those officers who did (4.44 ± 1.13) and *Continuance Commitment* scores were higher for police officers who did not engage in secondary employment (4.38 ± 1.05) compared to those officers who did (4.10 ± 1.15).

Table 5.4

Descriptive statistics of commitment components for the group of WA police officers who engage in secondary employment and the group of officers who did not.

Commitment	Secondary Employment	N	Mean	Std. Deviation
Normative	Yes	198	4.0060	.91483
	No	674	4.0220	.94167
	Total	872	4.0183	.93514
Affective	Yes	198	4.4407	1.12904
	No	674	4.4588	1.09856
	Total	872	4.4547	1.10493
Continuance	Yes	198	4.1048	1.14662
	No	674	4.3846	1.05478
	Total	872	4.3211	1.08202

Table 5.5 contains descriptive statistics for commitment components for male and female WA police officers. Of the 963 participants who commenced the survey, 44 participants did not indicate their gender and therefore were removed from this analysis. *Normative Commitment* scores were higher for male police officers (4.07 ± 0.92) compared to female police officers (3.82 ± 0.90). *Affective Commitment* scores were higher for male police officers (4.47 ± 1.10) compared to female police officers (4.43 ± 1.03) however, *Continuance Commitment* scores were higher for female police officers (4.37 ± 1.03) compared to male police officers (4.30 ± 1.08).

Table 5.5

Descriptive statistics for commitment components for male and female WA police officers.

Commitment	Gender	N	Mean	Std. Deviation
Normative	Male	737	4.0691	.91774
	Female	182	3.8207	.90200
	Total	919	4.0199	.91951
Affective	Male	737	4.4686	1.10436
	Female	182	4.4310	1.03165
	Total	919	4.4612	1.08990
Continuance	Male	737	4.3019	1.07777
	Female	182	4.3774	1.02816
	Total	919	4.3169	1.06800

Table 5.6 contains descriptive statistics of commitment components for WA police officers who work in the metropolitan area and those police officers who work in regional Western Australia (RWA). Of the 963 participants who commenced the survey, 44 participants did not indicate whether they worked in either the metropolitan area or in RWA and therefore were removed from this analysis. Commitment scores were higher across all commitment types for police officers who worked in RWA compared to officers who worked in the metropolitan area. *Normative Commitment* scores were higher for RWA police officers (4.03 ± 0.89) compared to metropolitan based police officers (4.02 ± 0.93). *Affective Commitment* scores were higher for RWA officers (4.461 ± 1.08) compared to metropolitan based officers (4.457 ± 1.10) and finally *Continuance Commitment* scores were higher for RWA police officers (4.35 ± 0.92) compared to metropolitan based officers (4.31 ± 1.06).

Table 5.6

Descriptive statistics for commitment components according to work location.

Commitment	Work location	N	Mean	Std. Deviation
Normative	Metropolitan	697	4.0195	.92796
	RWA	222	4.0290	.89295
	Total	919	4.0218	.91915
Affective	Metropolitan	697	4.4570	1.09947
	RWA	222	4.4606	1.07682
	Total	919	4.4579	1.09346
Continuance	Metropolitan	697	4.3061	1.05842
	RWA	222	4.3514	1.09805
	Total	919	4.3171	1.06770

Table 5.7 contains descriptive statistics of commitment components for WA police officers who work full-time and WA police officers who work part-time. Of the 963 participants who commenced the survey, 47 participants did not indicate whether they worked full-time or part-time and therefore were removed from this analysis.

Commitment scores were higher across all the commitment types for police officers who worked full-time compared to officers who worked part-time. *Normative*

Commitment scores were higher for full-time officers (4.03 ± 0.92) compared to part-time officers (3.69 ± 0.90). *Affective Commitment* scores were higher for full-time officers (4.46 ± 1.09) compared to part-time officers (4.15 ± 1.05) and finally

Continuance Commitment scores were higher for full-time officers (4.33 ± 1.07) compared to part-time officers (3.93 ± 0.96).

Table 5.7

Descriptive statistics for commitment components according to work status.

Commitment	Work Status	N	Mean	Std. Deviation
Normative	Full-time	888	4.0276	.91882
	Part-time	28	3.6853	.89825
	Total	916	4.0171	.91961
Affective	Full-time	888	4.4643	1.09433
	Part-time	28	4.1518	1.04713
	Total	916	4.4548	1.09369
Continuance	Full-time	888	4.3329	1.06790
	Part-time	28	3.9308	.95733
	Total	916	4.3206	1.06646

5.3 Data Analysis

Affective Commitment scores were normally distributed for the group of police officers who participated in secondary employment with a skewness of -0.261 (standard error = 0.173) and kurtosis of 0.449 (standard error = 0.344). *Affective Commitment* scores were not normally distributed for the group of police officers who did not engage in secondary employment with a skewness of -0.296 (standard error = 0.094) and kurtosis of -0.487 (standard error = 0.188).

Continuance Commitment scores were normally distributed for the group of police officers who participated in secondary employment with a skewness of -0.148 (standard error = 0.173) and kurtosis of 0.556 (standard error = 0.344) and for the group of police officers who did not participate in secondary employment with a skewness of -0.250 (standard error = 0.094) and kurtosis of -0.236 (standard error = 0.188).

Normative Commitment scores were normally distributed for the group of police officers who participated in secondary employment with a skewness of 0.184 (standard error = 0.173) and kurtosis of 0.513 (standard error = 0.344) and for the group of police officers who did not participate in secondary employment with a skewness of -0.086 (standard error = 0.094) and kurtosis of -0.396 (standard error = 0.188).

In addition to the tests for normality as outlined above, a Shapiro-Wilk's test was performed to confirm these results. As outlined in Table 5.8 these tests indicated *Affective Commitment* scores were not normally distributed for both the group of police officers who participated in secondary employment and the group of police officers who did not participate in secondary employment ($p < .05$). *Continuance Commitment* scores were normally distributed for the group of police who participated in secondary

employment ($p > .05$) however they were not normally distributed for the group of police officers who did not participate in secondary employment ($p < .05$).

Finally *Normative Commitment* scores were normally distributed for the group of police who participated in secondary employment ($p > .05$), however they were not normally distributed for the group of police officers who did not participate in secondary employment ($p < .05$).

Table 5.8

Analysis for Normality using the Shapiro Wilk's test.

Tests of Normality							
At any time in the last 12 months have you engaged in any paid employment other than with the WA Police.		Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Stat.	df	Sig.	Stat.	df	Sig.
Affective Commitment	1 Yes	.078	198	.006	.985	198	.036
	2 No	.085	674	.000	.985	674	.000
Continuance Commitment	1 Yes	.054	198	.200*	.988	198	.079
	2 No	.059	674	.000	.992	674	.001
Normative Commitment	1 Yes	.055	198	.200*	.986	198	.055
	2 No	.041	674	.008	.993	674	.004

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

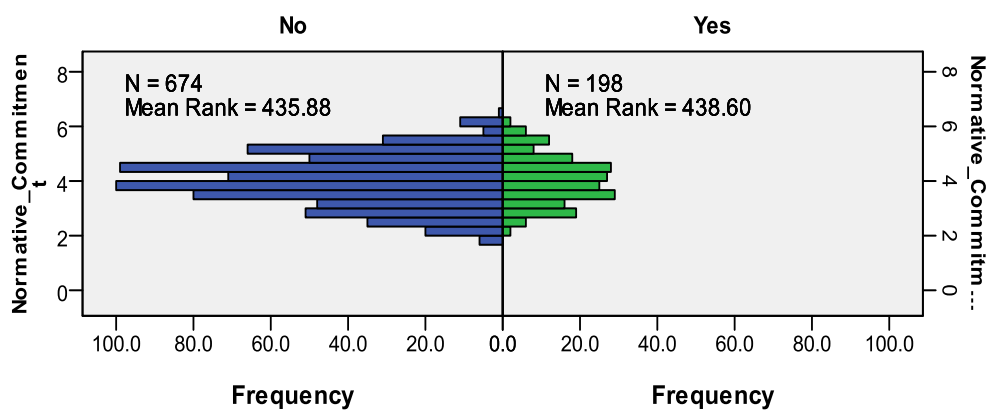
The Mann-Whitney U test is a rank-based nonparametric test which can be used to determine if there are differences between groups on an ordinal dependent variable. This test is often used when statistical test such as ANOVA or t-tests fail assumptions of normality (Field, 2013). The test examines the number of times a score from one sample is ranked higher than a score from another sample. The scores from both samples will then be ranked together. As an example, rank 1 is used for the lowest score then rank 2 for the next lowest score. When all scores have the same

value, a draw is determined. The scores are then ranked and those ranks are added together and then divided by the number of scores. Each of the tied scores is then assigned the same ranking. Once the data is ranked, calculations will be carried out on the ranks. Given the nonparametric nature of this statistical analysis, there are fewer assumptions to assess. The assumptions include, random samples from populations, the two samples have independent observations and the measure of the two samples have at least an ordinal scale of measurement (Statistics Solutions, 2013).

Analysis was then conducted to test the following null hypotheses.

H1: There is no significant difference of normative commitment between WA police officers who engage in secondary employment and those police officers who do not.

This hypothesis was supported as the median normative commitment was not statistically different between the group of police officers who engaged in secondary employment (4.12) and the group of police officers who did not (4.00), $U = 63,309.50$, $z = -.134$, $p = .894$.

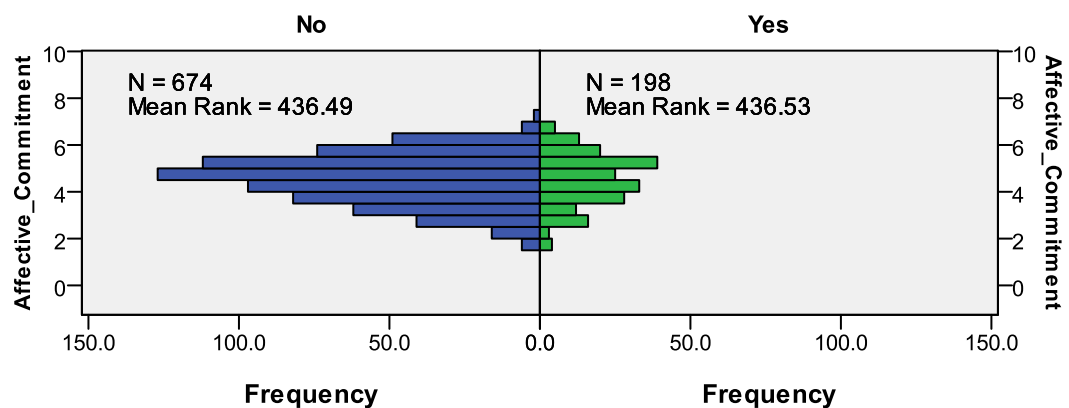


Total N	872
Mann-Whitney U	66,309.500
Wilcoxon W	293,784.500
Test Statistic	66,309.500
Standard Error	3,113.356
Standardized Test Statistic	-.134
Asymptotic Sig. (2-sided test)	.894

Figure 5.2. Independent-Samples Mann-Whitney U Test - Normative Commitment

H2: There is no significant difference of affective commitment between WA police officers who engage in secondary employment and those police officers who do not.

This hypothesis was supported as the median affective commitment was not statistically different between the group of police officers who engaged in secondary employment (4.50) and the group of police officers who did not (4.62), $U = 66,721$, $z = -.002$, $p = .999$.

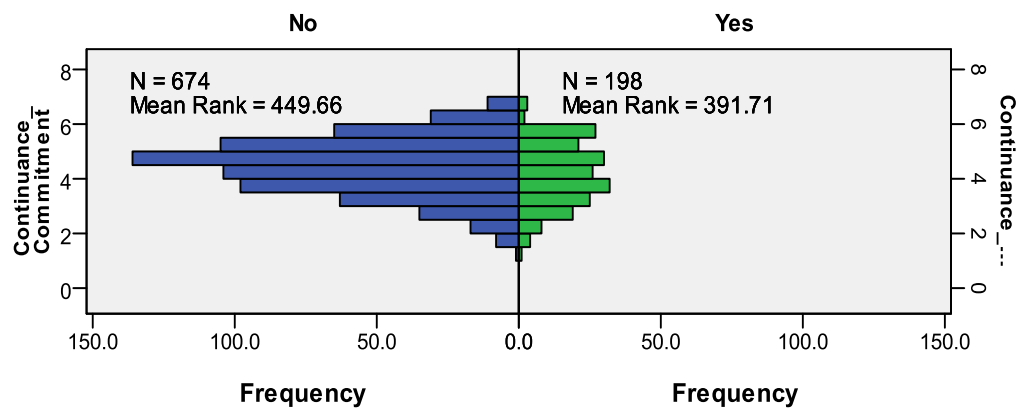


Total N	872
Mann-Whitney U	66,721.000
Wilcoxon W	294,196.000
Test Statistic	66,721.000
Standard Error	3,113.948
Standardized Test Statistic	-.002
Asymptotic Sig. (2-sided test)	.999

Figure 5.3. Independent-Samples Mann-Whitney U Test – Affective Commitment.

H3: There is no significant difference of continuance commitment between WA police officers who engage in secondary employment and those police officers who do not.

This hypothesis was not supported as the median continuance commitment was statistically different between the group of police officers who engaged in secondary employment (4.12) and the group of police officers who did not (4.50), $U = 75,594.50$, $z = 2.848$, $p = .004$.



Total N	872
Mann-Whitney U	75,594.500
Wilcoxon W	303,069.500
Test Statistic	75,594.500
Standard Error	3,113.920
Standardized Test Statistic	2.848
Asymptotic Sig. (2-sided test)	.004

Figure 5.4. Independent-Samples Mann-Whitney U Test – Continuance Commitment.

In addition to the hypotheses above, the following research questions were developed to further analyse the secondary employment of WA police officers between groups. To test for associations a chi-square analysis utilising SPSS version 20 was performed. The chi-square is a valid analysis when the purpose of the research is to test the relationship between two nominal level variables (Chapman & McNeill, 2004). To determine if the results are significant, the calculated chi-square coefficient (χ^2) and the critical value coefficient will be compared. When the calculated value is larger than the critical value, with alpha of .05, the null hypothesis will be rejected (suggesting a significant relationship). In order to determine the degrees of freedom for a chi-square, it is necessary to use the following equation:

$$df = (r - 1)(c - 1)$$

The r value equals the number of rows, and the c value equals the number of columns. Several conditions and assumptions must be met in order for a chi-square to run correctly. The expected frequencies should not be too small and the data must consist of random samples of multinomial mutually exclusive distribution. As a precautionary measure the expected frequencies below five should not account for more than 20% of the cells, and there should be no cells with an expected frequency of less than one. If the expected cell frequencies are less than five, Yates continuity correction will be used to test for significance (if it is a 2x2 chi-square), as it is a more conservative statistic (Statistics Solutions, 2013).

Q1. Is there a relationship between secondary employment of WA police officers and gender?

A chi-square test for association was conducted between gender and secondary employment. All expected cell frequencies were greater than five. There was a statistically significant relationship between gender and secondary employment favouring males, $\chi^2(1) = 10.598$, $p = .001$.

Table 5.9

Chi-Square analysis of gender and secondary employment.

Chi-Square Tests					
	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	10.598 ^a	1	.001		
Continuity Correction ^b	9.946	1	.002		
Likelihood Ratio	11.623	1	.001		
Fisher's Exact Test				.001	.001
Linear-by-Linear Association	10.585	1	.001		
N of Valid Cases	868				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 39.01.

b. Computed only for a 2x2 table

Q2. Is there a relationship between secondary employment of WA police officers and work location?

A chi-square test for association was conducted between participants who worked in the metropolitan area or RWA and secondary employment. All expected cell frequencies were greater than five. There was no statistically significant relationship between participants who worked in the metropolitan area or RWA and secondary employment, $\chi^2 (1) = .634, p = .426$.

Table 5.10

Chi-Square analysis of work location (Metropolitan/RWA) and secondary employment.

Chi-Square Tests					
	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.634 ^a	1	.426		
Continuity Correction ^b	.493	1	.483		
Likelihood Ratio	.625	1	.429		
Fisher's Exact Test				.453	.240
Linear-by-Linear Association	.633	1	.426		
N of Valid Cases	869				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 48.76.

b. Computed only for a 2x2 table

Q3. Is there a relationship between secondary employment of WA police officers and officers who work full-time or part-time?

A chi-square test for association was conducted between participants who worked full-time or part-time and secondary employment. All expected cell frequencies were greater than five. There was no statistically significant relationship between participants who worked full-time or part-time and secondary employment, $\chi^2 (1) = 1.013$, $p = .314$.

Table 5.11

Chi-Square analysis of work status (Full-time/Part-time) and secondary employment.

Chi-Square Tests					
	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.013 ^a	1	.314		
Continuity Correction ^b	.591	1	.442		
Likelihood Ratio	.944	1	.331		
Fisher's Exact Test				.341	.216
Linear-by-Linear Association	1.012	1	.314		
N of Valid Cases	866				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.88.

b. Computed only for a 2x2 table

Q4. Is there a relationship between secondary employment of WA police officers and rank?

A chi-square test for association was conducted between the rank of participants and secondary employment. All expected cell frequencies were greater than five. There was no statistically significant relationship between the rank of WA police officers and secondary employment, $\chi^2 (5) = 5.783$, $p = .328$.

Table 5.12

Chi-Square analysis of rank and secondary employment.

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.783 ^a	5	.328
Likelihood Ratio	6.395	5	.270
Linear-by-Linear Association	3.449	1	.063
N of Valid Cases	868		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 10.04.

Q5. Is there a relationship between secondary employment of WA Police officers and tenure?

A chi-square test for association was conducted between tenure and secondary employment. All expected cell frequencies were greater than five. There was no statistically significant relationship between the length of service of participants and secondary employment, $\chi^2 (4) = .689, p = .953$.

Table 5.13

Chi-Square analysis of tenure and secondary employment.

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.689 ^a	4	.953
Likelihood Ratio	.680	4	.954
Linear-by-Linear Association	.366	1	.545
N of Valid Cases	871		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 23.41.

5.4 Summary

The purpose of the quantitative phase of this study was to determine if there is a relationship between OC and secondary employment by WA police officers. The Three-Component Model (TCM) Employee Commitment Survey as devised by Meyer and Allen (2004) was utilised to measure the dependent variables of normative, affective and continuance commitment. This survey tool also captured a number of demographic variables of the participants. A Mann-Whitney U Test was performed to determine if there was a relationship between the dependent variables and the independent variable of secondary employment. This analysis supported the null hypotheses that there was no significant difference between *Normative* and *Affective Commitment* of WA police officers and secondary employment. However, the analysis rejected the null hypothesis that there was no significant difference in *Continuance Commitment* and the secondary employment of WA police officers ($p = .004$).

In addition, it was sought to determine if there was a relationship between the demographic variables and secondary employment of WA police officers. To undertake this analysis a chi-square test for association was conducted. This analysis indicated there was no significant relationship between the variables of, work location, work status, rank and tenure. However, the analysis did find there was a significant relationship between gender and secondary employment of WA police officers with males more likely to participate in secondary employment than females ($p = .001$). The next chapter will review the qualitative data obtained through the interviews of participants. This analysis seeks to answer the research question, “*What factors influence the decision of a WA Police officer to undertake secondary employment?*”

CHAPTER SIX

RESULTS - FINDINGS OF QUALITATIVE ANALYSIS

6.1 Introduction

The purpose of this part of the study was to answer the research question, “What factors influence the decision of a WA police officer to undertake secondary employment?” Answering this question will allow the WA police executive to develop policies and procedures for secondary employment which will ultimately benefit both the organisation and its employees. Further, the results of this research will add to the wider discussion on secondary employment with particular attention to police officers who work second jobs.

Over a seven month period in 2014, 20 WA police officers who engaged in secondary employment were interviewed for this study. The following is an outline of these findings. The intent is to allow the participants to tell their story which in turn brings the reader into the study. Quotations are taken from the transcripts to illustrate the participant’s attitude towards secondary employment and importantly the interaction this may have upon their primary role as a police officer. In the first part of this chapter the participants are described with pseudonyms to protect their identity. Next, the key themes which emerged from the interviews are briefly outlined. Finally, a detailed description of these themes together with the results of a descriptive numerical analysis is provided.

6.2 Description of the Participants

All participants in the study were WA police officers who engaged in secondary employment. The most junior rank of the participants was a Constable (six years of service), whilst the most senior rank was an Inspector (39 years of service). Three of the participants were female, whilst the rest were male. Thirteen participants worked in the metropolitan area and were interviewed in person, whilst the remaining seven participants worked in various regional positions in WA and were interviewed over the telephone. All participants worked full-time as police officers (40 hours per week). The below table outlines these variables.

Table 6.1

Demographic information for participants within the interview sample.

Interviewed on	Participant No.	Tenure (Years)	Gender	Rank	Metro/RWA	Part time/FT	Secondary Occupation
04/04/2014	1	29	Female	Insp	Metro	FT	Business Planner
04/04/2014	2	8	Male	Const	Metro	FT	Wedding Celebrant/Driving Instructor
05/05/2014	3	6	Male	Const	Metro	FT	Horticulture
05/05/2014	4	19	Male	Const	Metro	FT	Lecturer
05/05/2014	5	30	Male	Sgt	Metro	FT	Consultancy
06/05/2014	6	14	Male	Const	Metro	FT	Wedding Celebrant
14/05/2014	7	30	Male	Sgt	Metro	FT	Lecturer
16/05/2014	8	22	Male	Sgt	Metro	FT	Lecturer
16/5/2014	9	39	Male	Insp	Metro	FT	Director
26/05/2014	10	22	Male	Sgt	Metro	FT	Driving Instructor
02/10/2014	11	35	Male	Sgt	RWA	FT	Army Reserve
02/10/2014	12	32	Male	Sgt	RWA	FT	Carpenter
02/10/2014	13	19	Male	Const	RWA	FT	Musician
02/10/2014	14	26	Male	Sgt	Metro	FT	Butcher
02/10/2014	15	31	Female	Insp	Metro	FT	Sales
06/10/2014	16	12	Female	Const	RWA	FT	Air Force Cadets
07/10/2014	17	11	Male	Const	RWA	FT	Army Reserve
16/10/2014	18	11	Male	Const	RWA	FT	Football Umpire/Mechanic
10/11/2014	19	9	Male	Const	RWA	FT	Small business owner
19/11/2014	20	13	Male	Const	Metro	FT	Football Coach

6.2.1 Introduction to the Participants

Participant 1 - Sally

Sally has been a police officer for 29 years and holds the rank of Inspector. In her second job Sally works as a business planner for a sporting club (darts). Sally expressed her enjoyment for the sport of darts after being reluctantly taken by her mother to local competitions when she was a child. It was evident in the interviews that what she likes the most about the work that she is engaged in, is helping others within the club. She also sees that in her job she is giving something back to the community. Sally stated there were a lot of children at the club who came from lower socio-economic backgrounds and she enjoyed mixing with them and providing them with some focus in their lives. She stated, "I guess it's that intrinsic (feeling) where I feel like I'm making a difference, you know?" Due to her workload as a police officer Sally stated that she was not able to do more community work but saw this as one avenue in which she could help others.

Participant 2 - Jack

Jack works as both a wedding celebrant and a driving instructor in his secondary employment. Jack holds the rank of Senior Constable and has been a police officer for eight years. Whilst he stated he enjoyed both jobs it was clear from the interview that financial reasons were his main motivation. Jack did not see himself as a police officer for life but more as an occupation which offered him and his family financial security before he could transition to a job running his own business. Jack has family in the United Kingdom who own successful businesses and it appeared this was a big motivating factor for him. Jack stated, "I've still got a big entrepreneurial desire to go and make money and do other things other than just being a police officer."

Participant 3 - Paul

Paul is a Constable who has been a police officer for six years. Paul was a horticulturalist for 16 years before he joined the WA Police and continues this job through his secondary employment. Paul stated that for him it just made sense to continue working as a horticulturalist given the number of years he had previously worked in this occupation. Paul stated, "So it's really just continuing and allowing me to keep my knowledge I suppose and keep my hands on something else." Paul enjoys horticulture and it was clear he took a great deal of pride in the gardens he created. Paul stated that when he viewed beautiful gardens others had created they provided him with both motivation and happiness.

Participant 4 - Kent

Kent is a Senior Constable who has been a police officer for 19 years. Kent works as a lecturer with a registered training organisation. Kent stated that whilst he initially commenced lecturing for the financial benefits it provided, his main motivation now was in the pleasure that the role of lecturing brought him. Kent was also very open and honest in discussing how his role as a police officer impacted upon him personally stating, "It does get you down after a while because that's all we see, is the crap." He believed his second job as a lecturer was a way of balancing this negative view of the world by mixing with others in an occupation which did not revolve around crime.

Participant 5 - Alan

Alan is a Sergeant who has been a police officer for 30 years. Alan also works for himself running a consultancy business. Alan stated that he initially started his own business as he believed his future within WA Police did not look bright. Alan recognised he had skills that he had acquired over his years as a police officer and he brought these skills to his business. Alan stated, "Well you know I'm not just a copper, I've actually got skills that are attractive to people that aren't in a law enforcement

environment.” It was evident during this interview that Alan was looking to the future and his second job added some security for him in the event he left policing.

Participant 6 - John

John has been a police officer for 14 years and holds the rank of Senior Constable. John works as a wedding celebrant as his secondary employment. John was a personable man who was eager to help the researcher with this interview. John saw his secondary employment as more of a challenge and a hobby rather than work. He liked being a wedding celebrant, describing weddings as a “happy time” which he shared in. Like Kent, he also felt negativity in his role as a police officer and believed his second job was a way of counteracting this. John spoke of the importance of family and of being a good husband to his wife. He believed he was able to use these values to impart some advice to couples he married.

Participant 7 - Rob

Rob is a police officer who holds the rank of Senior Sergeant. Rob has been a police officer for 30 years and works secondary employment as a lecturer for a registered training organisation. Rob was a very energetic man who was eager to discuss his second job during this interview. Rob believed that in his role as a lecturer he helped the WA Police by identifying potential applicants. He stated, “It’s a great opportunity to motivate people to join the organisation as well, I reckon I’m doing the organisation a favour.” Rob stated he lectured not for the financial benefits but for the rewards he felt when mentoring and coaching students.

Participant 8 - Tom

Tom is a police officer who holds the rank of Senior Sergeant. Tom has been a police officer for 22 years and is the third participant in this study who works secondary employment as a lecturer. Tom was comfortable talking to the researcher as they had

previously worked together in the WA Police. Tom first became involved in lecturing when he was invited to a university to provide a presentation on his then role in the WA Police. Tom stated he enjoyed this experience so much that he later sought secondary employment at this university. Tom stated his main reason for lecturing was, "The diversity and skillset I suppose, to be able to get up in front and talk to people, develop lectures and interact with others." He reinforced that for him it was definitely not for the money as he took on the lecturing role without being aware of how much it even paid.

Participant 9 - Michael

Michael is an Inspector with 39 years of service with the WA Police. He was the oldest participant in the study and worked as a Director for a financial institution. Michael stated during the interview that he took on this role as he was unhappy with the way the financial institution, of which he was a member, was being run. Michael came across as a very direct man which is reflected in his comment, "If you want to change something, change from within instead of whinging about it." He stated he did not know much about finance when he first took on the role but this knowledge has now increased and he enjoys performing this job. Michael stated although this was a paid role he received minimal remuneration which just covered his costs and financial benefit was not a motive.

Participant 10 - Nick

Nick has been a police officer for 22 years and holds the rank of Sergeant. Nick works secondary employment as a four wheel drive driving instructor. Nick was a humorous and engaging man who enjoyed his second job. Whilst he indicated his main motivating factor was financial he also discussed working a second job to help out others and also to do something other than being a police officer. Nick stated that he did not want to be defined as a police officer and this was an important issue for him. This is reflected in his interview when he stated, "I don't want to be one of these people

that's an absolute, one hundred percent copper and nothing else. It's good for the identity, I think."

Participant 11- Tony

Tony has been a police officer for 35 years and holds the rank of Sergeant. Tony has also worked in the Australian Army Reserve for the last 28 years. As Tony works in regional WA he was interviewed over the telephone but this did not prevent his enjoyment for working in the reserves from coming through. He stated he had initially joined the reserves to do something a bit different but over the years he now sees it as a way of serving his country. It was clear Tony felt a great sense of pride when working in the reserves especially at important events such as ANZAC day parades. On a slightly different note Tony stated that he saw working in the reserves as the only way he was going to fire a machine gun which is something he had always wanted to do.

Participant 12 - Peter

Peter is a Sergeant who has been a police officer for 31 years. In his second job Peter works as a carpenter. It was clear during the interview with Peter that he is a no-nonsense "country copper." He was straight to the point and used humour throughout the interview. This is best reflected in his answer when asked what he liked about working as a carpenter, Peter replied, "Pieces of wood don't argue with you." Peter used carpentry as a way of relaxing and getting away from police work and police officers. It was apparent that this was important for Peter and allowed him some respite from the pressures of police work.

Participant 13 - Ian

Ian is a Senior Constable who has been a police officer for 19 years and in his spare time he plays guitar and sings in a band. He has been in a band for the last 10

years and at times was playing two to three times a week. Ian played in a band before he became a police officer and continued after he joined the WA Police. He stated he enjoys the social side of being in a band and despite the financial benefits this also brings, he gets the most satisfaction from interacting with and entertaining others. Ian also ensured he worked in an area within WA Police where regular working hours would allow him to continue playing in his band. Ian was another participant who viewed his second job as a way of balancing the negativity he faced in policing. Ian stated, "It was a good balancer in sort of levelling that out, so putting a bit of a positive spin on people."

Participant 14 - Murray

Murray is a Sergeant who has been a police officer for 26 years. Murray's second job is as a butcher, which is a job he had been doing since he left school and before he joined the WA Police. He then re-commenced working as a butcher initially for the money to support a young family. As the years went by and money was no longer a priority, it became more about helping out friends. Murray did not see this as secondary employment even though he received a financial benefit from it. He also felt strongly about the WA Police's secondary employment policy, arguing it should not put restrictions on what he can and cannot do in his spare time. Murray stated, "What I do in my personal time, what business is it of anybody else's?"

Participant 15 - Fiona

Fiona is an Inspector who has been a police officer for 31 years. Fiona was the second of three female participants interviewed as part of this study. She worked in sales in her second job, selling skin care products. It was apparent from her infectious personality and talkative nature that this was a job she would excel at. Fiona stated selling these products was one way of securing a financial future for her as she believed being a female had hindered her promotional opportunities in the WA Police.

Fiona also saw selling beauty products was one way of retaining her femininity in the male dominated occupation of policing. She also viewed that what she was doing was helping out other women by stating, “It was that opportunity to work with some other women and also do some things to empower others and make them feel better.”

Participant 16 - Anne

Anne was the last of the three female participants interviewed as part of this study. Anne worked in regional WA as a Senior Constable and had been employed in the WA Police for nine years. In her second job Anne instructed Australian Air Force Cadets. Anne had been an Air Force Cadet when she was younger before she joined the WA Police. Like many of the participants interviewed as part of this study, she continued working in this job after she became a police officer. Anne saw her second job as a way in which she felt she had accomplished something. Anne believed this was missing from her job as a police officer. Anne stated, “Arresting the same people, day in and day out, dealing with the same domestics, you kind of don’t get that sense of accomplishment.” Whilst she received a financial benefit from working in her second job, Anne stated it was not even enough to cover her fuel bill to and from her second job. It was clear from the interview that Anne enjoyed what she was doing and it gave her a sense of fulfilment.

Participant 17 - James

James is a Constable who has been a police officer for 11 years and works secondary employment in the Australian Army Reserves. James was in the regular army for a number of years before he left and for financial reasons joined the reserves. He later joined the WA Police and continued working in the reserves. Apart from enjoying the training within the reserves, James main motivation is for financial reasons. James also views working in the reserves as a way to break the monotony of

working in one occupation such as the police. James stated, “It’s almost like work, sleep, work, sleep. So it’s something different to do apart from just policing all the time.”

Participant 18 - Mark

Mark is a Constable who works in regional WA and has been a police officer for 11 years. Mark works as both a mechanic and an AFL football umpire in his secondary employment. During the interview Mark came across as someone with boundless energy. It was evident he did not enjoy being idle and planned to fill his spare time any way he could. Mark worked as both a mechanic and umpire before he joined the WA Police. After joining the police he decided to work as a football umpire as a way of keeping up his fitness and as a mechanic as a bit of a hobby. As a football umpire he enjoyed the interaction with others and believed it was important for others to see him as not just a police officer. Mark stated, “It maybe generates a little bit more respect. Rather than just seeing me in a uniform, they can see you in a different light.”

Participant 19 - Simon

Simon is a Constable in regional WA and has been a police officer for nine years. Simon also has a small business mounting police and military medals for officers to wear on formal occasions. In his interview Simon stated he initially “fell into” mounting medals when he made some inquiries about having his grandfather’s military medals mounted for presentation. The company that did this for him “made a mess of it” and he thought he could do a better job himself. From that point the business grew as colleagues and others came to him asking to mount their own medals. Simon stated that it is an occupation which he could work around his job as a police officer and his family. Although he was running a business and there was an obvious financial benefit, Simon’s main motivation was “seeing people wear medals that they’ve earned.”

Participant 20 - Bill

Bill is a Constable who has been a police officer for 13 years and works as an AFL football coach in his secondary employment. Bill played football for a number of years and became involved in coaching for something to do and to meet new people when he first moved to a country town. Whilst he was paid for coaching this did not meet his expenses so he did not coach for the money. It was evident Bill both enjoyed the sport and saw this as a good way of mixing within the community he was required to police. Bill stated, "You get an opportunity to engage and to speak with people that you probably wouldn't get an opportunity to."

6.3 Themes and Analysis

As outlined in Chapter Four, coding was utilised to identify themes within the interviews in an attempt to understand the underlying meanings and context of the data (Martin & Turner, 1986). This analysis identified the following three major reasons (themes) as to why participants engaged in secondary employment:

1. Enjoyment of the job.
2. Financial Motives.
3. Opportunity to experience another career before making a decision to leave policing.

In addition, within these themes there were a number of sub-themes which emerged from the interviews, these include:

- A desire to help out friends out of loyalty.
- A desire to mix with other people who were not police officers.
- Balancing the negativity they experienced in their policing careers.

These themes along with sample answers are shown in Table 6.2.

Table 6.2

Results of Content Analysis

Theme	Number of Responses
1. Enjoyment of the Job	15
(a) experience of doing something different	
(b) it is extremely rewarding	
(c) wanting to help out and help the next generation	
(d) my way of giving back to the community	
(e) you get better job satisfaction	
(f) it's for the challenge	
(g) I wanted to do something different	
(h) it's more for enjoyment	
(i) for the social side of things	
(j) for something to do	
2. Financial	4
(a) it gives me the opportunity to make money	
(b) for the financial gain	
(c) it's a little bit of extra money	
(d) it was for the money	
(e) I needed something to pay the bills	
3. Opportunity to experience another career	1
(a) my motivation was a lack of opportunities	
(b) experimenting out in the private sector	
(c) trying to make contacts and taking those initial baby steps to move	
4. Helping out friends/loyalty	3
(a) it's a bit out of loyalty	
(b) it was about showing support and loyalty to them	
(c) I go there and give him a hand	
(d) it then became a matter of loyalty to the people I worked with	
(e) I just do it for them out of loyalty	
5. Desire to mix with other people who are not police officers	4
(a) it's good to meet different people	
(b) it takes you out of your comfort zone	
(c) I like listening to their stories and meeting these people	
(d) the reward from the people, makes the job	
(e) it's away from police	
(f) it gives me the opportunity to mix with the general public	
6. Balancing the negativity experienced through policing	4
(a) it's not the best and it gets you down after a while	
(b) we see one side of the world	
(c) out on the frontline, everything is negative	
(d) extremely good way of balancing the negativity of being a police officer	

6.3.1 Enjoyment of the Job

Whilst all the participants in this part of the study received a financial benefit from working a second job, for a majority this was not a major motivating factor in their decision. In fact 15 of the 20 participants (75%) indicated that enjoyment of the job was the major factor for engaging in secondary employment. The fact that a number of participants indicated this was a motive for undertaking secondary employment was not entirely unexpected given the researcher's personal experience as outlined in Chapter One. What was not expected was that this motive was the most significant and heavily outweighed financial reasons as a motivating factor. Whilst the sheer pleasure of undertaking a second job that a person likes is recognised in the literature, it does not figure significantly (Taylor & Sekscenski, 1982).

At times during the interviews it became apparent that some participants could not have cared less if they were paid for their second jobs, they simply enjoyed the work this involved. This was perhaps best illustrated by the comments of Tom when he stated, "I took it on without actually being told what pay (I received)...I basically accepted it prior to actually finding out how much the remuneration was. So obviously it wasn't a financial driver." Similarly, Tony stated he saw his occupation as more of a hobby than work, "...it wasn't financial at that point, the pay's bloody terrible. I think it was just, I don't really know, just a personal (thing)." Finally, Bill summarised his views on whether there was a financial motive behind his decision to work a second job in the following way, "If you were doing it for money, I would have lost money put it that way."

Whilst the term "enjoyment of the job" is a phrase which captured those participants who stated their main motivating factor was the enjoyment they received from working in their second jobs, it was evident that what they really enjoyed was the interaction with other people. As will be discussed later in this chapter, a number of participants expressed a sense of "negativity" they felt in their roles as police officers.

This most often was attributed to their interactions with others. It can therefore be of no surprise that these same officers are attracted to second occupations where their interactions with others are generally positive. Tom, Bill and Kent, who were all lecturers, stated they received this positive interaction from the students they taught. Rob stated that lecturing to students gave him a, "little bit of a release" whilst Kent believed "you get a good reward immediately." This positive interaction is no doubt the major motivating factor for these participants.

It was also identified during the interviews that whilst enjoyment of the job was a main motivating factor for a majority, for some this had not always been the case and their motivations had changed over the years. This change in motivation is recognised in the literature review which forms part of this study. Taylor and Sekscenski (1982) argued that for men, financial reasons were the main motivating factor to work a second job in their younger years (24 to 34 years) and this decreased as they aged. This is attributed to financial pressures as a result of supporting young families. Kent identified that his motivation had changed over the years, "Initially it was for a bit of money but as I said, I enjoy it now." Whilst not captured within the interview data, interview notes by the researcher identified that Kent was a man in his late thirties to early forties and had commenced lecturing approximately 6 years ago. This would put Kent within the age group identified by Taylor and Sekscenski (1982) as a time when motivations for working a second job begin to change.

During the interviews it became apparent that a number of participants worked in their second job prior to their employment with the WA Police and re-commenced in that occupation after they became police officers. These participants included Paul, Peter, Ian, Murray, Anne, James and Mark. Many of these participants felt it was a natural progression to continue working in occupations they enjoyed in addition to their careers as police officers. For some of the participants it was also a means to retain

skills they had learnt over the years. As a horticulturalist Paul stated, "...because I did horticulture for so long, it just made sense to keep doing it and I enjoyed it." Ian the musician indicated his brief hiatus was only due to marriage and children, "I used to do it full-time from about the age of sixteen to twenty four and stopped when I got married and had children. I joined the police when I was twenty nine and then picked it up again." Finally, Mark who worked as a mechanic (and football umpire) in addition to policing stated, "It's just to keep my hand in and just keep the skills up."

Another point worthy of mention is the number of participants in this study who had similar second jobs. The interview data identified, three lecturers, two wedding celebrants, two worked in the army reserve (with another in the Air Force Cadets) and finally two driving instructors. This is an interesting result which may be linked to skill sets which are common to these occupations and policing. This will be discussed further in the following chapter. Finally, as outlined in Table 6.2, a significant number of participants (70%) indicated they had more than one reason for engaging in secondary employment. Multiple motivations for working second jobs is supported in the literature outlined in Chapter Three of this study (Raffel & Groff, 1990).

Table 6.3

Participant's with multiple motivations for engaging in secondary employment.

Name	1st motivating factor	2nd motivating factor	3rd motivating factor
Jack	Financial	Enjoyment	
Paul	Enjoyment	Financial	
Kent	Enjoyment	Financial	
John	Enjoyment	Financial	
Tom	Enjoyment	Financial	
Nick	Financial	Loyalty	Enjoyment
Peter	Enjoyment	Loyalty	
Ian	Enjoyment	Financial	
Murray	Financial	Loyalty	
Fiona	Enjoyment	Financial	
Anne	Enjoyment	Financial	
James	Financial	Enjoyment	
Mark	Enjoyment	Financial	
Bill	Enjoyment	Financial	

6.3.2 Financial

This study found that only four of the 20 participants (20%) interviewed provided financial reasons as their main motivation for engaging in secondary employment. As mentioned previously, whilst monetary reward did factor in more of the participants interviews, for most of these it was an added bonus of doing a job they enjoyed and was not the primary motivating factor. As financial determinants are often cited as a significant factor in the literature for people to work a second job (Jamal, Baba & Riviere, 1998), the finding in the current research was unexpected. As will be discussed further in the next chapter, this result may be specific to policing and not generalised across other occupations.

Jack, Nick, Murray and James all indicated financial motives were their main motive to work a second job. The jobs these participants undertook were all diverse and included wedding celebrant, driving instructor, butcher and army reservist respectively. Jack was the youngest of these four participants in his late twenties, whilst Murray was the oldest in his late forties. Similarly, Jack was the most junior of these participants, holding the rank of Constable with eight years of service, whilst Murray was the most senior holding the rank of Sergeant with 26 years of service.

As a younger man Jack's reasons for working a second job support the findings of previous research which has been discussed earlier (Taylor & Sekscenski, 1982). In describing his reason to work a second job, Jack stated, "It also gives me an opportunity to make money. I do need extra money in this job with three children and my wage, with the wife not working, (it) doesn't give me the opportunity to earn the money I need. So money's a big motivator." Even though Murray was an older man he stated he provided the sole income for his family so working as a butcher provided the family with additional financial support. Nick also identified obtaining additional income as his main motivating factor stating, "It is paid, so that's a little bit of extra money, but

it's not going to make me rich, but it is obviously a help." Finally, James who joined the army reserves after leaving the regular army stated, "I needed something to pay the bills."

Whilst all four of these participants cited financial reasons as their main motivating factor to work a second job, it was evident from the interviews that Jack had the strongest desire to earn additional money in his second job. Jack's intention to become a successful businessman, like his other family members in the United Kingdom, appears to drive this desire. Jack did not shy away from the fact that he wanted to earn a lot of money and was keeping his eyes open for other better paying job opportunities on the horizon if they came his way. Jack's comment, "I've still got a big entrepreneurial desire to go and make money" is evidence of this.

6.3.3 Opportunity to experience another career before making a decision to leave

The motivation to engage in a second job in preparation for leaving your primary occupation is not unique and previous studies in the teaching occupation revealed that for one third of teachers who worked a second job, this was their main motivating factor (Raffel & Groff, 1990). In the current research only Alan provided this as his main reason for working a second job. Alan stated, "I guess my motivation was a lack of opportunities in WA Police. Let's say the feedback I was getting on my future wasn't that bright, so I sort of was experimenting out in the private sector to see what skills I had and what was attractive outside...if at some stage the little bit of consultancy work I was doing led to offers of full-time employment or more employment in that sector, I would have seriously looked at that."

Whilst it could be argued that Jack was also positioning himself to leave policing through working a second job, this was not his main motivation as it was for Alan. As

the comments from Alan show, it is clear that he is considering what employment options are available to him outside of policing and is using his second job to explore this.

The following three sub-themes which were identified in this study were unexpected. Whilst not identified by the researcher as major motivating factors to engage in secondary employment, it is worthy they are mentioned as they provide a valuable insight into the thought processes of some police officers.

6.3.4 Helping out friends/loyalty

One of the contributing factors for participants to work a second job, is to help out friends or out of loyalty to others. In a study by Averett (2001) which is referred to in the literature review of this study, helping out others has previously been identified as a motivating factor in secondary employment however, this was mostly a motivating factor for women. In the current research the three participants who indicated they worked a second job partly to help out a friend or out of loyalty for others, were all male. Nick, Murray and Peter all stated that whilst this was not a main motivating factor for them to take on a second job, it did influence their decision. Nick stated, "There are people in the company that I work for I've been working with for a long time...so some of it was about showing support and loyalty to them."

Murray was also strong in his feelings about helping out others in a trade he had been employed in since he left school. Murray stated, "It then became a matter of loyalty to the people I was working for. You know, they looked after me when I needed it and then when they needed me, I was just couldn't say no." Finally, Peter explained this motivation by stating, "If he gets a job that he needs a second person for he gives us a call... (I'll) go there and give him a hand before I come to work." It should be pointed out that Nick, Murray and Peter were all older police officers who had 22, 26

and 31 years of police service respectively. The fact that they are older officers may be an influencing factor in this decision and will be explored in the following chapter.

6.3.5 Desire to mix with other people who are not police officers

Four of the male participants mentioned a desire to mix with other people who are not police officers, as a factor which attracted them to working a second job. Peter, Simon, Kent and Murray all made similar comments about wanting to work with people who were not police officers. It was felt that whilst this theme was closely related to “enjoyment of the job” it was distinct enough to emerge as a separate theme. An example of this is the comment made by Peter who stated, “It’s just relaxing and it’s away from the policing environment and without being rude to the people I work with, it’s away from police.” Likewise, Simon believed he benefited from working with other people in his second job. Simon stated, “You get an opportunity to engage and to speak with people that you probably wouldn’t get an opportunity to.”

Kent believed in his role as a police officer he had become accustomed to dealing with the same people on a regular basis and by working a second job this allowed him to meet different people. Kent stated, “You’re so used to meeting the type of people that you meet in police. You meet people (in my second job) out from another world that have travelled and do different work, I think it gives me good exposure and I like listening to their stories and meeting these people.” Finally, Murray also expressed a view that working in a second job allowed him to interact with people he would not normally get the opportunity to. Murray stated, “You know, I think we get a bit isolated as coppers. We get that police world. It gives me an opportunity to mix with the general public, general hard workers and physical labour workers.”

6.3.6 Balancing the negativity experienced through policing

Whilst not a strong motive to engage in secondary employment, four participants all mentioned the psychological benefit they obtained by working a second job. Kent, John, Ian and Mike all expressed a sense of “negativity” they felt in their roles as police officers. This originated from the work they undertook seeing the worst side of a community many others did not. By working in a second job they were able to balance these negative emotions with positive interactions with others. This can be best reflected in the comments of Kent who stated, “We don’t realise that as police officers we see one side of the world. It’s not the best and it does get you down after a while because that’s all we see, is the crap. But I think it’s a positive that way because it comes back to – like, I’ve had a little break.” Ian was even more direct in his belief of the benefits he found through working a second job as a musician. Ian stated, “I also found that it was an extremely good way to balance the negativity of say, being a police officer when we’re dealing with members of the public. You tend to think that everybody’s a shithead because you’re dealing with those sort of people on a daily basis.”

6.4 Summary

The qualitative phase of this research study sought to answer the research question, “What factors influence the decision of a WA police officer to engage in secondary employment.” The coded transcripts from interviews with 20 participants indicated there were three major factors, enjoyment of the job, financial motives and opportunity to experience another career before making a decision to leave policing. In addition, the interviews found many participants worked similar second jobs and there was often more than one reason for the participants to engage in secondary employment. Finally, other secondary factors for participants to work a second job

include, a desire to help out others, wanting to work with other people who are not police officers and balancing the negativity they saw in policing.

In the following chapter these findings will be further discussed with a more detailed analysis of how they relate to the previous literature on secondary employment and whether these findings can be generalised across other occupations or whether they are specific to policing.

CHAPTER SEVEN

DISCUSSION

7.1 Introduction

The previous chapters provided the outcomes of the hypotheses and research question testing. In this chapter a more detailed examination of these findings is provided as are further insights into the relationships between the key variables. The purpose of this research is twofold: first, to determine if there is a significant difference between OC of WA police officers who engage in secondary employment and those who do not and second, to understand the motives behind the decision by these police officers to work a second job. Whilst these two questions are linked they are addressed separately within this study, both within the literature review and in the reporting of the results, so it is in this discussion that they will be brought together. This discussion will take place with reference to the many decades of research both of OC and secondary employment. The chapter concludes by outlining the limitations of the study, the implications of the research and suggestions for further study and conclusions.

7.2 Sample

In order to put the following discussion into context and argue for the generalisability of any findings, it is important to first discuss the sample used in this study. Of the 872 participants who fully completed the survey as part of the quantitative research, 198 or 22% indicated they engaged in secondary employment within the last 12 months. This is compared to the official recorded number of WA police officers who work a second job of 417 or 7% of the entire sworn WA police workforce of 5965 (D. Edwards, personal communication, October 26, 2016). It is suggested the significant

difference in the percentage of WA police officers who work a second job in this study compared to official numbers, is due to the self-selection nature of the survey. Given the survey was aimed at those officers who worked a second job it is natural to assume it would more likely attract these participants than those who did not.

It is not suggested the official sanctioned numbers of police officers engaged in secondary employment is inaccurate however, under-reporting of secondary employment cannot be discounted. The analysis of the current results identified a large number of respondents who did not answer certain questions within the survey. In particular 9% did not answer the question as to whether they participated in secondary employment within the last 12 months. This may be due to the fact that they did not want to disclose they were working unsanctioned secondary employment. Previous studies have suggested the rate of secondary employment in some occupations can be 2.5 to 3 times greater than the official secondary employment rate (Jamal, 1986). Nevertheless, in the current study the total number of police officers who indicated they engaged in secondary employment is 41.5% of the entire officially recorded secondary employment number held by WA Police. This sample is of a sufficient size to suggest the following findings are due to the influence of the variables used in this study and not as a result of chance (Krejcie & Morgan, 1970).

7.3 Findings

The findings reveal that whilst normative, affective and continuance commitment levels were greater for WA police officers who did not engage in secondary employment compared to those who did, it was only continuance commitment where this relationship was found to be significant. In addition, the study found that whilst there was no significant relationship between secondary employment and variables such as work location, employment hours, rank and tenure, there was a

significant relationship between secondary employment and gender, specifically that male police officers were more likely to engage in secondary employment compared to female police officers. Finally, when the motives for WA police officers to work a second job were examined, it was found that enjoyment of the job far exceeded financial reasons as the primary motivating factor. These findings are summarized in Table 7.1 below.

Table 7.1

Summary of Hypotheses and Research Question Testing

Hypotheses		Supported /Rejected
H1	There is no significant difference of normative commitment between WA police officers who engage in secondary employment and those police officers who do not.	Supported
H2	There is no significant difference of affective commitment between WA police officers who engage in secondary employment and those police officers who do not.	Supported
H3	There is no significant difference of continuance commitment between WA police officers who engage in secondary employment and those police officers who do not.	Rejected
Research Questions		Yes/No
Q1	Is there a relationship between secondary employment of WA police officers and gender?	Yes
Q2	Is there a relationship between secondary employment of WA police officers and work location?	No
Q3	Is there a relationship between secondary employment of WA police officers and employment hours?	No
Q4	Is there a relationship between secondary employment of WA police officers and rank?	No
Q5	Is there a relationship between secondary employment of WA police officers and length of service?	No
		Major Themes
Q6	What factors influence the decision of a WA police officer to undertake secondary employment?	1. Enjoyment of the job 2. Financial 3. Opportunity to experience another career before making a decision to leave policing.

7.4 The Three Component Model of Organisational Commitment

As previously outlined, the multi-dimensional approach to commitment as proposed by Meyer and Allen (1984; 1991) and O'Reilly and Chatman (1986), is widely accepted as offering the most comprehensive explanation of commitment. This approach suggests that commitment consists of several components and is not uni-dimensional as was argued by earlier researchers such as Becker (1960). For these reasons the Three Component Model (TCM) of Organisational Commitment as devised by Myer and Allen (1991; 1997) was used to measure commitment. Meyer and Allen (1991; 1997) referred to these components as affective commitment (an individual's desire to remain with the organisation), normative commitment (an individual's level of obligation to remain with an organisation) and continuance commitment (an individual's belief that they need to remain with the organisation).

7.4.1 Continuance Commitment

The findings suggest WA police officers who work a second job have significantly lower continuance commitment than those who do not. One reason for this may be that police officers who work a second job do so to achieve the job satisfaction they do not receive in their policing careers. As will be discussed later in this chapter, a number of police officers in this study worked a second job for the enjoyment it gave them which they could not find in policing. Previous studies have suggested OC is correlated to job satisfaction (Porter, Steers, Mowday & Boulian, 1974; Porter, Crampon & Smith, 1976), so those with reduced levels of job satisfaction also have lower levels of OC. What is not understood however is which comes first, the reduced job satisfaction leading to lower OC or lower OC which in turn results in reduced job satisfaction.

Another possible reason for this finding is that police officers who do not work a second job have a significantly greater belief that they need to remain with the organisation than their colleagues. The basis for this may be found in the earliest studies of commitment by Becker (1960) who proposed a side bet theory of commitment. This theory argued that people make judgments about whether to leave or remain with an organisation based on how much they have invested in the organisation and the costs involved in leaving. In addition, Meyer et al. (1991) suggested continuance commitment correlated more highly with measures of potential loss and a lack of alternatives. It may therefore be the case that police officers who work a second job believe that whilst they have made similar investments in the organisation as their colleagues, what differentiates them is that they have an alternative job to fall back on.

As the availability of a job alternative appears to be the only factor which separates these two groups, it is suggested this is the reason for the significant difference in continuance commitment. As will be discussed later in this chapter there were no such differences found in either affective or normative commitment between these groups. This would suggest that contrary to Becker (1960) and Allen and Meyer's (1990) studies which argued continuance commitment was a unitary construct, continuance commitment in fact consists of two distinguishable constructs as argued by McGee and Ford (1987). McGee and Ford (1987) referred to these constructs as Low Perceived Alternatives (CC:LowAlt) and High Personal Sacrifices (CC:HiSac). In their study McGee and Ford (1987) recognised there were three distinct questions within the continuance commitment scale developed by Meyer and Allen (1984) which related directly to job alternatives and three relating to personal sacrifices. McGee and Ford (1987) recommended the remaining two questions, from the eight question scale, be removed from this construct. These questions and the recommendations are outlined in Table 7.2.

Table 7.2

Recommendations for treatment of continuance commitment scale by McGee and Ford (1987).

	Question	Recommendation
Q1	<i>Right now, staying with my organization is a matter of necessity as much as desire.</i>	CC:LowAlt
Q2	<i>One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice -another organization may not match the overall benefits I have here.</i>	CC:HiSac
Q3.	<i>I feel that I have too few options to consider leaving this organization.</i>	CC:LowAlt
Q4.	<i>One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.</i>	CC:LowAlt
Q5.	<i>It would be very hard for me to leave my organization right now, even if I wanted to.</i>	CC:HiSac
Q6.	<i>Too much in my life would be disrupted if I decided I wanted to leave my organization now.</i>	CC:HiSac
Q7.	<i>It wouldn't be too costly for me to leave my organization now.</i>	Remove
Q8.	<i>I am not afraid of what might happen if I quit my job without having another one lined up.</i>	Remove

It was also suggested by McGee and Ford (1987) that rather than the entire continuance commitment scale being closely related to Becker's (1960) definition of commitment, it is only the three questions identified as CC:HiSac which were related. This has ramifications for the findings as continuance commitment was higher for the non-secondary employment group compared to the secondary employment group however, the three CC:LowAlt questions may have skewed this result. In any other study this may not have presented as a problem but as this research was directly related to secondary employment, with one whole group of police officers potentially having an alternative job, this may have influenced these results. This was an unforeseen consequence of using the Three-Component Model (TCM) Employee

Commitment Survey as devised by Meyer and Allen (2004). If, as recommended by McGee and Ford (1987), the continuance commitment scale consisted of the two distinct CC:HiSac and CC:LoAlt scales and these scales were measured separately, then this hypothesis could be tested.

As previously mentioned, commitment is multi-dimensional and each component of commitment exerts a separate influence on a type of job behaviour (i.e. attendance, job performance or turnover). As a result the correlation between any one component of commitment and the measure of that behaviour will be moderated by the other components. This is a problem in the current study as previous research has argued that continuance commitment is either unrelated or negatively related to the job behaviours previously mentioned. So employees who have high levels of continuance commitment are more likely to remain with their organisation to avoid the costs involved in leaving regardless of whether they have low levels of affective or normative commitment.

If the current measure of continuance commitment is used to gauge an employee's intention to leave their organisation, then the fact they have a second job may make this measure unreliable. Meyer et al. (2002), in their meta-analysis on the antecedents, correlates and consequences of the three components of commitment, argued a better index for measuring costs involved in leaving an organisation (continuance commitment) may be the perception of job alternatives over long held measures such as tenure and age. As outlined above, if this is the only measure used for continuance commitment then in organisations where a high proportion of employees work a second job, low continuance commitment will be recorded for their employees, leading to incorrect assumptions of a high likelihood of turnover.

The reasons for employees in this study to work a second job were diverse and contrary to some studies (Taylor & Sekscenski, 1982; Raffel & Groff, 1990; Dickey et al., 2011) on the whole did not involve a financial motive. The results suggest WA police officers who work a second job are no more likely to leave the WA Police than their colleagues who do not. However, if the results for continuance commitment are viewed in isolation, then it could be reasonable assumed this is not the case and the officers who work a second job will have higher levels of turnover than their colleagues. Given this divergence of ideas as to how continuance commitment should be constructed and measured, it was decided to test whether working a second job will influence continuance commitment scores.

Whilst it was not within the scope of the current research, the researcher revisited the analysis of the continuance commitment data and separated the continuance commitment scale into two separate scales being, CC:HiSac (three questions) and CC:LowAlt (three questions), as suggested by McGee and Ford (1987). The remaining two questions which McGee and Ford (1987) identified as not being sufficiently correlated to these scales were removed. The results of this analysis are detailed in Appendix 11. As suspected, this analysis revealed there was no significant difference between the CC:HiSac scores of the two secondary employment groups. Both groups of police officers recognised the costs involved in leaving the organisation and therefore their continuance commitment scores were not significantly different.

On the other hand, there was a significant difference between the two groups when it came to CC:LowAlt. It is suggested that those officers who are already working a second job had a greater perception they have a job alternative in the event they left the WA Police. It is argued that the presence of a large group of employees who have a second job will influence continuance commitment scores. If, as argued by Meyer et al. (2002), the continuance commitment scale is modified to place more weight on the

perception of job alternatives as a measure, then not only is the difference likely to be significant but it is also likely to be invalid as it is not measuring what it intends to measure (likelihood of turnover).

7.4.2 Affective Commitment

The belief by some police officers that colleagues who work a second job prioritise this job over their policing careers implies that police officers who work a second job are more committed to the second job than they are to the WA Police. However, as it has been argued, commitment is multi-dimensional, so what are these officers referring to? Do they mean police officers who work a second job are not as emotionally attached to the WA Police compared to their second job (affective commitment)?, or they feel a greater sense of obligation to their second job than they do to the WA Police (normative commitment)?, or as outlined in the previous section of this chapter, they feel they have less to lose in the event they leave the WA Police?

Previous research on OC suggests affective commitment is predicted by organisational behaviours such as dependability and competence (Allen & Meyer, 1990). This appears to be the real concern of the police officers who hold the beliefs mentioned previously. Unlike many other occupations, police officers work in an environment where working effectively in a team and relying on others can quite literally be a 'life or death' situation. It can therefore come as no surprise that some WA police officers hold concerns as to the affective commitment of their colleagues. However, as outlined in Chapter Five, there is no significant difference between the affective commitment of WA police officers who work a second job, compared to those who do not.

This result does not suggest that these police officers, nor indeed the WA Police as an organisation, should not take an active interest in police officers who work

a second job. There is sufficient research to suggest that fatigue due to working excessive hours in a second job can have disastrous consequences in the workplace, especially in a policing environment (Senjo, 2011). Whilst the results reveal the number of hours most police officers work in a second job is not excessive (66% at one to ten hours per fortnight), there is a small group (8%) who work more than 30 hours per fortnight in their second job. This may very well lead to fatigue, not only in their policing role, but in their secondary occupation, and should be a concern to all parties involved.

These results however should provide some comfort to the WA Police and its employees, that those police officers who decide to work a second job are just as likely to be as dependable and as competent as their colleagues. In addition, research (Jamal, 1986) also suggests they will be no more likely to have increased levels of work related stress or work-family conflict than those police officers who do not work a second job.

7.4.3 Normative Commitment

The level of normative commitment an individual has to their organisation correlates with their sense of obligation towards it. Wiener (1982) argued that employees act in a certain way because they believe morally it is the right thing to do. The results of the current study reveal there is no significant difference in the normative commitment of WA police officers who engage in secondary employment and WA police officers who do not. Meyer and Allen (1984) argued that an exchange ideology may be responsible for an employee's level of normative commitment. If an employee receives a benefit or investment from their organisation, they may feel an obligation to repay in kind. In the study it could be argued that the WA police officers who work a second job should display higher levels of normative commitment as they are provided a benefit by being permitted to work a second job. According to exchange ideology this should result in them feeling an obligation to repay the organisation. Arguably however,

this sense of obligation relies on an employee's perception as to whether working a second job is a privilege or a right. Those who believe it is a privilege may very well believe they have an obligation to their organisation and will repay them with increased normative commitment, reflected in increased performance or additional hours in their primary job. Those who believe it is a right to work a second job will have no such sense of obligation as they are being treated no differently from their colleagues. As a result their levels of normative commitment will not be significantly different.

The ability of WA police officers to work a second job is governed by internal policy but is generally approved subject to certain conditions ("WA Police Manual (HR-12.00 Secondary Employment)," n.d.). As a result most WA police officers who work a second job would not believe they are being treated in a special way by their employer by being permitted to work a second job. Interviews revealed most (18 of the 20 participants) believed the WA Police policy on secondary employment was fair and allowed them to work in their second job with very few restrictions. If it was the case that only a select few within the WA Police were permitted to engage in secondary employment and this perception shifted from a right to a privilege, then we may see a significant difference in the level of normative commitment between the two employment groups in this study.

One other factor which may have accounted for the results of this analysis of commitment between the two groups of WA police officers, rests in the type of individual who decides to work a second job. Jamal et al. (1998, p. 196) described individuals who worked a second job as a "special breed" of individual. Further, they stated these individuals have increased energy levels and any additional work they perform has little to no impact upon them as a result of this. There is also an element of self-selection at play here with individuals who cannot perform two jobs withdrawing from their secondary occupation leaving only those who were able to cope with the

additional demands placed upon them. Jamal et al. (1998) referred to this as the energetic/opportunity hypotheses. As a result, as shown in this study, the normative commitment of WA police officers who work a second job will not be significantly different to their colleagues as they have an increased energy level.

7.5 Factors Influencing Secondary Employment

The purpose of the second part of the quantitative section of this research, was to examine whether there was a relationship between secondary employment of WA police officers and a number of variables including, gender, work location, work status, rank and tenure. Of these only gender was found to be significant, with 24% of all males who undertook the survey indicating they had worked a second job within the last 12 months compared to 13% of females.

7.5.1 Gender

The results of this study suggest male police officers in WA are significantly more likely to engage in secondary employment than female police officers. The rate at which males work a second job was nearly double that for females. Gender has previously been found to be correlated to secondary employment with a study by Averett (2001) suggesting males and females have similar motives to work a second job. In addition, previous research on gender and secondary employment found large variances in the gender ratio, similar to the current study (Raffel & Groff, 1990). A study of teachers in the United States found that 52% of male teachers compared to 20% of female teachers worked a second job (Raffel & Groff, 1990). This is an interesting finding in an occupation where the gender mix is generally the opposite of policing. Whilst teaching is generally an occupation which has a high female workforce, policing by contrast has a large male workforce.

In WA females make up only 21% of all WA police officers. The fact that many more male police officers work a second job compared to females is even more surprising considering data on employment trends in Australia indicate more females (54%) than males (46%) work a second job (Australian Bureau of Statistics, 2009). To determine what factors may have influenced the current results and why female police officers are not participating in secondary employment at the same rate as males, it is important to examine another employment statistic in Australia.

In November, 2015 Australia recorded a full-time gender pay gap of 17.3%. In WA this was even higher with a gender pay gap of 24.9%. The gender pay gap is the difference between women's and men's average weekly full-time equivalent earnings, expressed as a percentage of men's earnings (Australian Bureau of Statistics, 2016). There is strong evidence that financial reasons are the major motivation for most employees to engage in secondary employment (Taylor & Sekscenski, 1982; Raffel & Groff, 1990; Dickey et al., 2011). Arguably individuals work a second job because their primary job cannot pay them the salary they want or they cannot work the additional hours to bring their salary up to the level they need, expect or require. If financial determinants are a contributing factor for females in the general workforce to have higher secondary employment participation rates, then the gender pay gap may contribute to this.

As WA police officers are employed under an Industrial Agreement (*Western Australia Police Industrial Agreement 2014*) and not individually negotiated salaries, there will be no difference in pay rates between genders. This would explain the relatively low gender pay gap for females in policing and also why their secondary employment participations numbers are lower than the general population. Data available from the Australia Bureau of Statistics (2009) classes policing in the Public Administration and Safety industry. In November, 2015 this industry recorded the

lowest gender pay gap of any other industry in the country at 7.7%. This contrasted to the Financial and Insurance Services industry which recorded the highest gender pay gap at 30% (Australian Bureau of Statistics, 2016). As a result, if female police officers do not have the same financial need to work a second job compared to females in other industries, their secondary employment participation rates can be expected to be lower as shown in the current study.

Another factor for the significant difference in female secondary employment rates compared to males may be found in another motive. One of the major secondary employment motives identified by participants in the current study to work a second job was for the enjoyment this brought them. This will be discussed in more detail later but this motive was very strong and overwhelmingly surpassed financial reasons as a reason to work a second job.

One of the issues which stood out in the interviews was in the different language males used to describe their motives compared to females. When males were asked to explain their motives they used very self-centred language. As an example, Rob stated “It just gives *me* a little bit of a release”, whilst Jack stated “It also gives *me* an opportunity” and finally Paul stated “*I* do enjoy doing it”. This compared to the female participants who all used language which described a motive to help others. For example, Anne spoke of “putting something back and *helping out* the next generation”, for Sally it was “a way of *giving back* and contributing” and for Fiona, “to *empower others* and make them feel better”. Gender differences in language use has previously been reported in an analysis of a database of over 14,000 text files from 70 separate studies (Newman, Groom, Handelman, & Pennebaker, 2008). This study suggests that females are more likely to use language associated with psychological and social processes.

Whilst the current sample size is small, it does provide some evidence that contrary to the research of Averett (2001) male and female police officers have very different reasons for working a second job. It is this difference in motivations which this study argues is a possible reason for the significant relationship between gender and secondary employment. It is proposed that the motivations for some police officers to work a second job goes much deeper than simply earning additional income or the novelty of working with others who are not police officers.

Policing is recognised as one of the most stressful of occupations. Police officers regularly attend critical incidents and at times may not receive support from the public or their organisation. Added to this is the fact that many police officers work shift work, which means they may not get the social support they need from family and friends to deal with work related stress when they need it. Previous research has shown poor coping strategies by police officers when dealing with stress can lead to negative outcomes such as increased alcohol use and post-traumatic stress disorder (Pasillas, Follette, & Perumean-Chaney, 2006). Coping has been defined as “constantly changing cognitive and behavioural efforts to manage specific external and/or internal demands that are appraised as taxing or exceeding the resources of the person” (Lazarus & Folkman, 1984, p.141).

Males and females experience different types of stress and deal with these by applying different coping strategies (He, Zhao, & Archbold, 2002). The source of this stress however is different for females than it is for males. Females are more likely to face female specific stressors which are within the organisation such as sexism, negative attitudes and lack of acceptance from colleagues. Whilst for males their stress is more likely to come from outside the organisation from experiences specifically related to policing (He et al., 2002). Whilst male and female police officers face different types of stress they also view stressful situations differently (He et al., 2002).

Research on stress and coping strategies of police officers in the United States reveal stress as a result of attending critical incidents is more likely to translate to negative outcomes for male police officers compared to females (Ménard & Arter, 2014).

Arguably the difference in the number of male police officers participating in secondary employment in WA compared to their female colleagues may be found in the different coping strategies they used to deal with work related stressors.

For some WA Police officers, and in particular male officers, secondary employment provides them with a coping mechanism. During the interviews many of the male police officers spoke of negative emotions they felt as a result of their job. These emotions originated from their perception that many of the people they dealt with were inherently bad. As outlined by He et al., (2002) this negativity can be attributed to the stress inherent in an occupation such as policing. The male police officers also spoke of the benefits secondary employment brought to them personally. Arguably secondary employment as a coping strategy is more relevant to male than female police officers as it works as a means to restore a police officer's positive perception of others.

The poor perception of others felt by some police officers is in itself unhealthy and whilst these emotions no doubt have a negative effect on the individual police officer, they may also lead to adverse organisation outcomes due to increased complaints as a result of negative interactions with the public. Whilst secondary employment may be an effective stress related coping strategy for some male police officers, it is not argued this is the panacea for all police related stress. As outlined, the origins for most stress felt by female police officers is gender specific so working for another organisation may not be an effective coping mechanism for females. In addition, there are many male police officers who would not benefit from working another job and indeed may feel more work related stress as a result of it.

In summary, it is suggested that the different methods male and female police officers use to cope with stress, is one factor responsible for the significantly different and lower level of female participation in police secondary employment in WA when compared to males. However, as will be discussed later, the possible use of secondary employment to deal with stress in policing, especially for males, is a concept deserving of further investigation.

7.5.2 Employment Hours

The results reveal there is no significant relationship between secondary employment by WA police officers and employment hours. WA police officers who work part-time are no more likely to work a second job than their colleagues who work full-time. Previous research suggests women are more likely to work a number of part-time jobs due to child care commitments (Averett, 2001). As many as 40% of women who do work a second job, work a number of part-time jobs, whilst for men 80% of those who work a second job, hold one primary job and work their second job part-time (Averett, 2001). If there is no need for female WA police officers to work a number of part-time jobs to facilitate child care commitments then the rate at which part-time police officers and full-time police officers engage in secondary employment will not be too dissimilar.

Another possible reason for the current results on employment hours is the flexibility of employment offered by the WA Police. In Chapter One the general working conditions of WA police officers were outlined. These conditions allow for generous leave entitlements and flexible working conditions. This flexibility allows a working parent to fit full-time work around their child care commitments removing the need for police officers to work numerous part-time jobs to accommodate child care commitments. Another factor which could contribute to this result is the fact that motivations for a police officer to work a second job will be the same regardless of how

many hours they work in their policing role. If the motive for working a second job was solely a financial one for part-time officers, then it would be easier for them to increase their policing hours rather than finding a second job.

The industrial award under which all WA police officers are employed allows employees to change their employment status from part-time to full-time through agreement with the organisation ("WA Police Manual (HR-09.01 Part-Time Arrangements)," n.d.). As indicated by the results, the motivations for most WA police officers to work a second job was not a financial one but was related to the enjoyment they obtained in working in another occupation. It is suggested therefore that the motivations for secondary employment are the same for part-time workers as they are for full-time workers. As a result there will be no relationship between secondary employment and employment hours as indicated by the current research.

7.5.3 Work Location

There was no relationship found between secondary employment of WA police officers and their work location (metropolitan or regional WA). A fundamental characteristic of most regional labour markets is that employment opportunities are limited compared to metropolitan centres (Dickey & Theodossiou, 2006). Therefore it would be reasonable to assume that secondary employment opportunities may be limited for regional police officers thereby reducing their rate of secondary employment. This was not the case. One possible reason for this result is in the type of industries worked in by WA police officers and what was happening in WA leading up to and at the time of this study.

It was found that most WA police officers worked second jobs in the construction and education/training industries (23% each) followed by the retail industry (12%). At the time the current survey was undertaken the WA economy commenced a

marked slowdown. Until this time WA had benefited from strong mining sector growth which resulted in the Gross State Product per capita being 42% above the national average and an unemployment rate of 5.9%, also under the national average (Government of Western Australia - Department of State Development, 2016). The benefits the mining industry brought were not only felt in strong employment within the mining sector but also in increased employment in associated industries such as construction and education/training. As most of this mining and associated activity was taking place in regional locations throughout WA, it is reasoned this enabled regional WA police officers to gain secondary employment in those industries to a point where they were provided the same secondary employment opportunities as their metropolitan colleagues.

7.5.4 Rank

Whilst previous studies on the OC of WA police officers found a significant difference in commitment levels between ranks within the WA Police (Savery et al. 1990) no such relationship was found between rank and secondary employment. It would appear from these results and the subsequent interviews with participants, that an officer's rank has no bearing on whether they engaged in secondary employment. If it is assumed that rank correlates with age, then there are a number of problems with this assumption. First, in 2003 the WA Police introduced recognition of prior service which permitted police officers from other jurisdictions to enter the WA Police and quickly move through the ranks according to their prior service. Second, a review of the promotion system removed a process known as "rank-lock-step" which required an officer to move sequentially through the ranks. The removal of this process then allowed junior police officers to jump one rank which resulted in some younger officers moving quickly into middle and senior management roles. Finally, a change to the recruitment process removed the maximum age limit for individuals wanting to join the

WA Police. All these changes meant that you are just as likely to encounter a 40 year newly graduated police officer as a 30 year old sergeant.

The only factor which is correlated with rank is salary. Generally the longer you remain in the WA Police the greater the salary you receive. Even if a WA police officer decides not to apply for promotion to the next rank, they still receive a number of incremental pay increases within their current rank (maximum of four increments every two years). If financial reasons were a main motivating factor for WA police officers to work a second job, then it would be logical to assume there would be higher secondary employment rates amongst constables who receive the lowest salaries. The average weekly earnings of a full-time worker in Australia at November, 2015 was \$1500.50 (Australian Bureau of Statistics, 2015) this compares to a first year WA Police constable who at 1 July, 2015 earned \$1019 per week before allowances such as shift penalties and overtime (*Western Australia Police Industrial Agreement 2014*). These figures alone would appear to provide a motive for constables to increase the income into their household by working an additional job.

The results show this is not the case and it is in fact senior constables and sergeants who have the highest participation rate of secondary employment in the study at 33% and 28% respectively. As both of these ranks earn considerably more than a constable and above Australian average weekly earnings, it is suggested that financial factors were not the main motivating factor for police officers in this study. There is another explanation for the low participation rate (13%) of secondary employment by constables. As newly graduated police officers constables are establishing themselves in their career and simply may not have the spare time or energy to devote to a second job. In addition, new constables must complete a probation period which includes being transferred to different locations which may be some distance from their home. Combine this with the rigours of shift work for the first

time and it is easy to understand why secondary employment may not be an attractive option for this group of WA police officers. Whilst this is provided as a reason for constables not to work a second job, it does not explain why senior constables and sergeants do. This explanation may be found in the length of time they remain in the WA Police, discussed in the next section.

7.5.5 Tenure

In examining whether there was any correlation between secondary employment of WA police officers and tenure (length of service), the results show there is no significant relationship between these variables. Whilst tenure has been found to be strongly related to affective commitment (Meyer & Allen, 1984) this is not the case with secondary employment. The current study suggests that tenure has no impact upon the likelihood of a WA police officer engaging in secondary employment. However, the study does show that most WA police officers who engaged in secondary employment had more than 20 years of service. The rate at which these officers worked a second job was more than three times the rate of police officers with five years or less years of service. This result runs parallel to the results discussed in the previous section on the correlation between rank and secondary employment. Like senior constables and sergeants who earn higher salaries than constables, those with 20 years or more service also receive higher salaries than those with five or fewer years of service.

One may expect if financial motives were behind a police officer's decision to work a second job, junior ranked officers and those with the shortest lengths of service would have higher secondary employment participation rates. This is not the case. There are a number of possible reasons as to why more experienced police officers work a second job compared to their inexperienced colleagues. Dickey et al. (2011) suggested that the more experienced an individual is in the labour market, the more

likely they are to work a second job. This is due to the fact that over the years they have accumulated skills which make them attractive to another employer. In addition, an earlier study by Amirault (1997) argued there are many people who earn high salaries but continue to work a second job simply because their schedule allows it. Amirault (1997) suggests this is why there are high numbers of fire fighters and police officers who work a second job.

The results of the study into rank and tenure and their relationship with secondary employment, provides support for the argument that financial motives may not be the main motivating factor for WA police officers to work a second job. This argument will be further developed in the following section which discusses the outcomes of the qualitative research.

7.6 Motives for Engaging in Secondary Employment

Interviews reveal that for most WA police officers the sheer enjoyment of the job was their main motivating factor for engaging in secondary employment. This was followed by financial reasons and then the opportunity to experience another career before making a decision to leave.

7.6.1 Enjoyment of the Job

Enjoyment of the job is a motive which has previously been discussed in the literature on secondary employment but usually as a secondary motive behind financial reasons. Arcuri's (1987) research from the United States on police officers who work two jobs, outlines financial reasons as being the major motivating factor. This may be due to the fact that most secondary employment worked by police officers in the United States is in the private security industry where the distinction between their policing role and secondary employment is often blurred. The current study is unique in its findings

that enjoyment of the job is a major motivating factor for WA police officers to work a second job.

Evidence to support non-financial motives as the major reason for WA police officers to engage in secondary employment is not only found in the quantitative analysis of data but also in the interviews with participants. As mentioned, older WA police officers with 20 years or more service engaged in secondary employment at a much greater rate than police officers who would generally be considered younger with less years of service (fast promotional advancement aside). Kimmel and Conway (2001) argued older employees are more likely to work a second job for reasons other than financial motives, in part due to what Wilensky (1963) termed the “life cycle squeeze” approach. Wilensky (1963) argued that whilst younger employees generally have greater household costs associated with raising young children and as a result feel a greater financial squeeze, this is not the case for older employees. Therefore, if the amount of older employees in a group who engage in secondary employment is greater than the amount of younger employees, this will be reflected in the number of employees who record non-financial motives.

Whilst the participants made particular mention of the enjoyment they received from working a second job, it was clear one of the major benefits they perceived was the opportunity they had to interact with others who were not involved in policing. Four of the participants interviewed suggested they felt negativity in their policing roles which resulted from constantly dealing with the worst side of a community. Whilst this is not the case for all participants in this study, or indeed all police officers, for these participants this was a significant issue as was discussed previously in Chapter Six.

Another reason for the findings is that the job of being a police officer offers security of employment and therefore allows the participants in this study to be

selective about the nature of their second job. Amongst the second jobs held by the 20 participants, none could be described as boring and mundane. It does not appear to be the case therefore that these participants needed to take the first job that came along. It should therefore come as no surprise that a majority of the participants stated they received a great deal of enjoyment when performing their second job.

An alternative view, which offers an explanation as to why a high number of participants indicated enjoyment of the job was a major motivating factor to work a second job, rests within their own social identity. Social identity refers to the perception an individual has of how others see them and also how they perceive themselves (Ibarra, 2004). As this study has shown, there were a large number of participants who worked a second job that had been police officers for more than 20 years. This is a significant amount of time in one occupation and over 20 years would define an individual's social identity. As outlined in Chapter One, individuals form opinions about others and themselves according to their occupations (Ashforth & Mael, 1989). Therefore in the current study the police officers who work second jobs may not want to be defined as police officers and it suits them to have two occupations and therefore two social identities rather than one (Lewis, 2011).

7.6.2 Financial

The most surprising result of the current study was that financial motives were not a significant factor in the motives of police officers to work a second job. Whilst there has been a great deal of research to argue a financial determinant for secondary employment, this was not the case here. In addition, anecdotal evidence alone within the WA Police indicates most police officers believe their colleagues work a second job for money. It is always possible that the participants who indicated non-financial motives as a major reason to work a second job were not truthful in their responses. As all participants received a financial benefit from working a second job, some may have

believed they would somehow be looked down upon by their colleagues for earning additional money in another occupation. There may be a case of downplaying the financial benefits they receive to negate this criticism.

However, during the interviews the enjoyment they received in working another job was not just evident in the words they used but also in the enthusiasm in which they spoke about their second job. The evidence of this is in the fact that they willingly gave up their time to meet the researcher and discuss their second job. On the other hand this could also be seen as one of the reasons why so many of the participants indicated they engaged in secondary employment for the enjoyment they received. Whilst there may be more WA police officers who work a second job for the financial benefits, they may not have felt passionately enough about their second jobs to go out of their way to be involved in this study.

Another reason why financial causes may not feature strongly in the motives of police officers to work a second job, is the fact that WA police officers are not prevented from being able to earn additional income within policing ("WA Police Manual (HR-12.00 Secondary Employment)," n.d.). One of the earliest theories on the motives for individuals to work a second job was because they were either wages or hours constrained in their primary job and had no way of increasing their income other than to work an additional job (Wilensky, 1963). Dickey et al.'s, (2011) research would suggest WA police officers are non-constrained as they have the ability to earn additional income if they wish to do so. Most WA police officers who wish to earn additional income can do so by working additional overtime when it is required or by working shift work. There are exceptions to this however, such as when a police officer is locked into a position where overtime and shift work is not worked.

WA Police officers must serve a minimum and maximum time at a certain position before they are allowed to apply for transfer to another location. If a police officer who wants to earn additional income is locked into a Monday to Friday dayshift role, then they may be forced to look outside the WA Police to earn additional money. In the current study three of the four participants (Jack, Nick and Murray) who indicated financial motives for working a second job, all worked Monday to Friday, day shift jobs where the opportunity to work overtime and shift work was limited. On the other hand 10 out of the 15 participants who indicated they worked a second job simply for the enjoyment it brought to them, worked shift work where the opportunity to earn more money if required was more readily available. It is argued that this is a contributing factor for the results.

7.6.3 Opportunity to experience another career before making a decision to leave

Whilst only one of the 20 interview participants indicated they worked a second job to experience another career before they made a decision to leave the WA Police (Alan), this is not unique in the literature. In fact one third of all teachers in a study in the United States on secondary employment (Raffel & Groff, 1990), indicated this was their main motivation for working an additional job. This motive is also linked to the insecurity model as a reason for working a second job. This model proposes that individuals will work a second job in the event they lose their primary job (Wu et al., 2009). Whilst research on the insecurity model as an explanation for secondary employment has generally been inconclusive, Australian research (Bambery & Campbell, 2012) has provided evidence for it. The interview with Alan also provides support for the insecurity model. Alan stated he was exploring his options outside policing in the event that he felt he had to leave the WA Police. In effect, secondary employment acted as an 'insurance policy' for Alan. It is suggested this, like the other

motives discussed in this study, will not apply to all WA police officers who work a second job.

7.7 Occupations

Nine of the interview participants worked similar second jobs. Three lecturers, two wedding celebrants, two who worked in the army reserve (with another in the Air Force Cadets) and finally, two driving instructors. The reason for this may be that there is a common skill set between policing and these occupations. Policing is a profession where the ability to confidently convey and carry out instructions is an important part of the job. This is no different to the other occupations mentioned and this ability would make the skills a police officer has to offer attractive to some employers. However, this ability to use skills learnt in policing in another occupation is not all one way. All participants interviewed in this study indicated they had learnt skills in their second jobs which they had brought back to their policing roles.

The cross pollination of skills is a benefit which has been identified in previous literature (Kimmell & Conway, 2001) on secondary employment. It allows police officers to learn new skills in their second jobs and bring them back to their policing roles. Both participants who worked secondary employment as wedding celebrants stated their public speaking skills had improved as a result of their second job. Sally the business planner, stated she had learnt budget and project management skills in her second job which she is currently using in policing. It is clear these officers all believe their ability to work a second job not only benefits them through personal development but as a result will ultimately be of benefit to the WA Police.

7.8 Limitations

One of the main limitations of this study stems from the research population. All participants were WA police officers and 80% were male. Further, previous research (Baba & Jamal, 1992) has indicated occupations such as police officers generally have higher levels of secondary employment than the general population as the flexibility of their work schedules allow it. Whilst “enjoyment of the job” is a motive which has been identified in previous studies of secondary employment (Arcuri et al., 1987) it has only been found as a major motivating factor in this study. As unique characteristics are known to bring into question the ability of results to be generalised, it is difficult to argue these results can be replicated across the population (Rosenthal & Rosnow, 1991).

In addition to the characteristics of the sample, the study also contains two limitations in the survey design. The first of these is in not asking all participants who indicated in the survey that they engaged in secondary employment, what their motive was. This information was only obtained from the 20 participants who participated in the interviews. This additional question would have increased the sample size on the question of motive from 20 participants to potentially 198, adding significantly more weight to the findings of the study. As suggested, whilst “enjoyment of the job” was recorded as the most likely motive for WA police officers this may have been due to those with a financial motive not feeling as passionately about the study to volunteer to be interviewed.

The second limitation involving the survey design related to the question asking which industry participants who engaged in secondary employment worked in. Whilst it was initially believed this question would adequately capture most industries, what it did show was the majority of participants (55%) marked “other” as their response. As a result a lot of valuable information as to occupation type was not captured. A better

alternative would have been to leave a free form field next to the “other” response to allow participants to record their occupations manually. In any survey of this type there is always the possibility that a participant may not want to disclose their occupations and therefore choose an “other” response as a result. If a free form field was left next to this response then this possibility could either be confirmed or dismissed at the outset.

7.9 Implications

Prior to commencing this research, the WA Police Union were engaged to seek their assistance in endorsing this study. The results of this research should benefit the union members through the examination of secondary employment. There has been no previous study of this type on the impact secondary employment has on the individual and the WA Police as an organisation. These findings may provide some comfort to those within the WA Police and in the wider community who believe that secondary employment adversely impacts upon behaviours linked to OC because the results reveal this is not the case.

However, the study did uncover other results which whilst not the primary focus of this study, should serve as a catalyst for a review on secondary employment to be conducted by the WA Police in consultation with the WA Police Union. Of particular concern is the number of secondary employment hours worked by individual police officers in WA. The WA Police policy on secondary employment does not set a quota on the maximum number of hours a police officer is permitted to work. Whilst approving officers are required to take into account the number of hours being worked in the secondary employment by the applicant, giving special consideration to fatigue management and Occupational Safety and Health issues (“WA Police Manual (HR-12.00 Secondary Employment),” n.d.), this is left to individual discretion and still does not set a limit on the amount of secondary employment hours worked (Appendix 14).

The current study revealed 66% of all secondary employment participants worked between one and ten hours a fortnight in their second jobs, 22% worked between 11 and 20 hours per fortnight, 4% worked between 21 and 30 hours per fortnight and finally 8% worked a disturbing additional 30 hours or more per fortnight.

Whilst it is recognised that fatigue in the workplace is complex and tiredness does not necessarily equate to fatigue, the fact that any individual, regardless of occupation is working a possible 110 hours each fortnight, should be of concern. As these individuals are police officers who are often asked to make life and death decisions, then these findings should act as an immediate catalyst for a review of the current policy.

Another unexpected implication of this study is the practical benefit secondary employment can afford the individual. It was argued that police officers who faced negativity in their policing roles felt secondary employment brought back a sense of balance as to how they felt about the community. It is suggested therefore that whilst the numbers of hours a police officer works in a second job should be restricted, this should not restrict the number of police officers who actually work a second job. For those officers who indicated they worked a second job for the enjoyment it brought to them, there was an obvious personal reward or benefit. It follows that this personal benefit also brings rewards to the organisation and the community as a result.

The implications of this finding from a theoretical perspective relate to how health professionals may decide to treat police officers with stress related behaviours linked to negative perceptions of others in the future. As discussed, negativity experienced by police officers is known to be a causal factor for these behavioural outcomes. The police officers interviewed as part of this study, provided evidence for the proposition that there may be health benefits for some police officers who suffer

from stress related disorders to work secondary employment in an occupation which does not relate to policing.

7.10 Suggestions for further research

Sliter and Boyd (2014) suggested secondary employment may impact upon the psychological and behavioural aspects of the employee and the organisation. As outlined above this is true for a number of WA police officers. It is recommended further research examine the psychological benefit secondary employment has on treating work related stress of police officers.

7.11 Conclusion

One of the aims of this study was to establish if there was a significant difference in the OC of WA police officers who engage in secondary employment compared to those who do not. Whilst those who did not work a second job were found to have significantly higher continuance commitment than those who did work a second job, an explanation was provided as to why this was the case. It is argued that if a perceived lack of job alternatives is removed as a measure for continuance commitment, then there is no significant difference in OC between these two groups of employees. This finding is important not only for the WA Police but for all law enforcement agencies who have similar secondary employment policies. As shown in this study, there is a belief by some WA police officers that their colleagues who engage in secondary employment are somehow less dependable or less competent than those who do not work a second job. It is doubtful that this view of secondary employment and those who work it, is restricted to the WA Police and is more than likely replicated in many other law enforcement agencies.

This study also brings into question the validity of the Three-Component Model (TCM) Employee Commitment Survey as devised by Meyer and Allen (2004) to measure organisational commitment, especially when secondary employment is prevalent amongst the workforce. This study revealed the measure of continuance commitment will be influenced if employees engage in secondary employment and therefore perceive they have greater employment alternatives than their non-secondary employment colleagues. This provides support for the research of McGee and Ford (1987) who argued that the continuance commitment scale was not unitary but instead consisted of two subscales which they referred to as *Low Perceived Alternatives* and *High Personal Sacrifices*.

Whether there was a relationship between a number of demographic variables and secondary employment was also explored. The results show there was a significant relationship between gender and secondary employment, with male police officers more likely to work a second job than female police officers. There was no relationship found between secondary employment and employment hours, work location, rank and tenure. It was suggested this relationship may be due to factors such as equal pay rates for male and female police officers and also in the different motives male police officers provided for working a second job compared to female police officers. Whilst males stated their motivations were based upon the benefits secondary employment brought to them, the female participants stated their motives were founded in the benefits working a second job brought to others.

Finally, the motives for WA police officers to engage in secondary employment was explored through the interviews. Whilst there is extensive literature to support financial reasons as the major motive for individuals to work a second job, this was not found to be the case for WA police officers. Instead the enjoyment of the job was the significant motive for those police officers who participated in interviews. Of particular

interest was that a number of participants found the psychological benefit of working a second job provided them an avenue to offset the negative perceptions they felt in policing. Negativity within policing has previously been linked to stress related outcomes such as excessive alcohol use and psychological disorders such as post-traumatic stress disorder. It is suggested further research be conducted into the use of secondary employment to assist in reducing such negative perceptions held by some police officers.

The insights gained through this study go deeper than just answering the hypotheses and research questions posed earlier. They provide a glimpse into the many challenges police officers face and what strategies they put into place to address these. It is hoped that the results of this study will remove the negative perception of secondary employment held by some and instead focus on the positive benefits it can bring to the individual and organisation. The results of this study should also prove beneficial for all law enforcement agencies when considering how to manage secondary employment amongst their workforce to ensure the best possible outcomes for both their employees and the communities they serve.

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Appendix 1:

List of Relevant Research on Organisational Commitment and Summary of Findings

ORGANISATIONAL COMMITMENT		
Researcher/s	Methodology	Brief Results/Findings
Allen & Meyer (1990)	Quantitative - Organizational Commitment Questionnaire (OCQ) as well as independent scales measuring affective, normative and continuance commitment administered to 256 manufacturing and university employees.	Tested the Three Component Model (TCM) of Organizational Commitment utilising the commitment constructs of affective, continuance and normative.
Allen & Meyer (1996)	Quantitative - Empirical study of 40 employee groups representing 16000 employees.	The construct validity of the affective, continuance and normative commitment scales were measured. The research found strong evidence for the continued use of these commitment scales however noted the continuance commitment scale possibly consisted of two subscales.
Angle & Perry (1981)	Quantitative - OCQ delivered to 1244 bus drivers and managers.	Examined the relationship between OC and organisational effectiveness.
Aranya & Jacobson (1975)	Quantitative - survey sent to 276 system analysts.	OC was positively related to age and salary.
Barling, Wade & Fullager (1990)	Quantitative - survey of 100 members of a white-collar union.	Job satisfaction, organisational climate and job involvement were significant predictors of OC.
Bateman & Strasser (1984)	Quantitative - Longitudinal study involving 129 nursing department employees delivered the OCQ.	Addressed a number of shortcomings in previous research on OC. Undertakes a longitudinal multivariate analysis approach to examine the suggested antecedents of commitment to identify causal factors.
Beck & Wilson (1997)	Qualitative - longitudinal study of 739 New South Wales police officers.	This study suggested OC of police officers decreased as tenure increased.
Beck & Wilson (2000)	Quantitative - OCQ delivered to 479 Australian police officers.	This study found decreasing levels of affective commitment amongst Australian police officers as their tenure increased.
Becker (1960)	Theoretical examination of commitment.	In this article the author outlines one of the earliest definitions of commitment and proposes a 'side bet' theory to explain it.
Buchanan (1974)	Quantitative - specially constructed questionnaire scale delivered to 279 government and business managers.	This study examined what type of experiences influence OC and is there a correlation between commitment and tenure.
Eisenberger, Fasolo & Davis-LaMastro (1990)	Quantitative - OCS administered to a number of employees from six different organisations including police officers.	This study examined affective and calculative approaches to commitment utilising social exchange theory. It found perceived support amongst police officers lead to increased performance. The study also revealed perceived support was positively related to employee innovation.

List of Relevant Research on Organisational Commitment and Summary of Findings

Farrell & Rusbult (1981)	Quantitative - controlled work setting experiment involving 128 college students and a cross-sectional survey of 163 industrial workers utilising a specially designed questionnaire.	Examined whether there is a correlation between OC and turnover. Developed an investment model of commitment which suggests job satisfaction is largely related to the costs and rewards associated with that job.
Ko, Price, & Mueller (1997)	Quantitative -self-administered questionnaires analysed using covariance structure analysis.	Questions whether affective and normative commitment should be separate and argues normative commitment should be removed from the model.
Mathieu & Zajac (1990)	Quantitative - meta-analysis of 48 separate studies into the antecedents, correlates and consequences of OC.	The researchers suggest an individual's commitment to an organisation may make them more suitable to receive extrinsic rewards such as benefits and wages and also psychological rewards such as job satisfaction and relationships with colleagues.
McGee & Ford (1987)	Quantitative - utilising affective commitment and continuance commitment scales (Meyer & Allen, 1984) delivered to 350 university and college students.	Suggested continuance commitment scales had two separate dimensions. Disagreed with the view of Meyer and Allen (1984) that continuance commitment and affective commitment were unrelated to each other. In contrast they suggested the two dimensions of continuance commitment they identified were significantly, although differently, related to affective commitment.
Metcalfe & Dick (2000)	Quantitative - developed an organisational commitment measure designed to correlate with affective commitment. Delivered to 2303 police officers in the United Kingdom.	The level of commitment varies according to the rank of a police officer and found a slight increase in commitment with increased tenure.
Meyer & Allen (1984)	Quantitative - Two studies. The first involved 64 psychology students delivered the OCQ as well as separate affective commitment and continuance commitment scales. The second study involved 130 administrative employees. The commitment measures were the same as those used in the first study.	Suggested problems with the methodologies used in studies promoting Becker's (1960) 'side bet' theory. Proposed commitment consisted of two constructs; continuance commitment and affective commitment. Significantly improved Porter's (1974) OCQ by adding two measures which separately assessed continuance commitment scores and affective commitment scores.
Meyer & Allen (1991)	Theoretical - a three-component conceptualization of OC.	The researchers argue that as a psychological state there are in fact three separate and distinct concepts of commitment; affective commitment which represents a desire based commitment, continuance commitment representing a need and normative commitment which represents obligation to maintain employment with the organisation.
Meyer, Allen & Smith, (1993)	Quantitative - survey based on Meyer & Allen's (1991) Three Component Model of Organizational Commitment delivered to two samples of student and registered nurses.	The purpose of this study was to determine how the Three Component Model of Organizational Commitment could be applied to occupational commitment to test its generalizability.

List of Relevant Research on Organisational Commitment and Summary of Findings

Meyer, Stanley, Herscovitch & Topolnytsky (2002)	Quantitative - meta analysis of research reports involving data from 155 independent samples and a total of 50,146 employees.	The purpose of the study was to identify the strength of the correlations between the variables identified in Meyer and Allen's Three Component Model of Organizational Commitment (1991; 1997). The results indicate age and tenure correlated positively with all three forms of commitment. The study also found a strong positive correlation between affective commitment and occupational commitment. Also demographic variables have only a small role in the development of OC. Finally, the study found all three forms of commitment correlated negatively with turnover.
Morris & Steers (1980)	Quantitative - OCQ delivered to 262 non-faculty members of a major United States university.	Examined the role that organisational structure has on OC.
Morris & Sherman, (1981)	Quantitative - multivariate analysis of 506 workers employed in organisations involving the care and training of developmentally disabled persons.	The purpose of this study was to develop a multivariate model to predict OC.
Mowday, Steers & Porter (1979)	Quantitative - OCQ delivered to 2563 employees from divergent organisations.	This study summarises previous research to determine an appropriate instrument to measure the OC of employees. Developed the widely used OCQ.
O'Reilly & Chatman (1986)	Quantitative - involving 82 university employees and 162 university students delivered an individually designed questionnaire.	The results of this research suggest commitment is a psychological attachment an individual feels towards the organisation which is impacted by the degree to which they can adapt to and then adopt the goals and values of the organisation.
Podsakoff, Todor & Skov (1981)	Quantitative - involving 72 administrators and supervisors in a large organisation in the United States.	This study reviews the correlation between leader reward and punishment behaviours and employee performance and satisfaction. Performance-contingent reward behaviour was found to significantly impact affect employee performance. In addition positive correlations were found between leader contingent reward behaviour and employee satisfaction. No correlation was found between contingent punishment and employee performance or satisfaction.
Porter & Steers (1973)	Theoretical examination of organisational, work and personal factors in employee turnover and absenteeism.	Job satisfaction was consistently and inversely related to turnover.
Porter, Steer, Mowday & Boulian (1974)	Quantitative - OCQ provided to two groups of psychiatric technician trainees.	This study examined both attitude and job satisfaction to ascertain whether they are valid constructs within OC and whether they can predict the likelihood of an individual staying or leaving an organisation.

List of Relevant Research on Organisational Commitment and Summary of Findings

Porter, Crampon & Smith (1976)	Quantitative - longitudinal study measuring the attitude of 212 trainee managers at several different points in time utilising the OCQ.	The researchers affirm earlier studies which propose OC is not totally unrelated to job satisfaction.
Reichers (1985)	Theoretical examination of organisational commitment.	The researchers suggest OC consists of a collection of multiple commitments to different groups within the organisation. This implies that employees can be committed to one group within the organisation and not another.
Rhoades & Eisenberger (2002)	Quantitative - meta-analysis of 70 separate studies concerning perceived organisational support.	Suggested three major categories of beneficial treatment received by individuals (favourable job conditions, organisational rewards and fairness) were correlated with the perception of organisational support.
Savery, Soutar & Weaver (1991)	Quantitative - OCQ administered to 1929 Western Australia police officers.	Examined the OC and job satisfaction of Western Australia police officers. The results of this study indicate commitment levels measured were lower for WA police officers than for other occupations. Researchers also expressed surprise that age and education had no relationship to OC.
Sheldon (1971)	Quantitative - survey study of commitment by Ph. D scientists using an individually constructed commitment questionnaire scale.	Suggested commitment is an attitude which links an individual to an organisation.
Sims (1980)	Theoretical study of punishment in organisations.	Concluded reward behaviour has a much stronger effect on behaviour than punishment. In addition, punishment tends to be a result of employee behaviour rather than a cause of it.
Steers (1977)	Quantitative - study of 382 hospital employees and 119 scientists and engineers utilising the OCQ.	Interested in how commitments are formed and how this commitment influences the behaviour of individuals working within organisations.
Stevens, Beyer, & Trice (1978).	Quantitative - survey examining the commitment to their organization of 634 managers in 71 federal government organisations in the United States.	This study found commitment was strongly influenced by tenure and personal factors such as attitude toward change and job involvement.
Wang, Weng, McElroy, Ashkanasy, & Lievens (2014).	Quantitative - survey examining organisational career growth and subsequent voice behaviour and the role of affective commitment and gender.	Gender and age were positively related to affective commitment.
Wiener (1982)	Theoretical examination of commitment from a normative view.	This study determined commitment can be influenced by organisational and personal predispositions. It is defined as the totality of internalized normative pressures to act in a certain way to meet organisational interests.

Appendix 2:

List of Relevant Research on Moonlighting and Summary of Findings

MOONLIGHTING		
Researcher/s	Methodology	Brief Results/Findings
Allen (1998)	Quantitative - utilising data from a 1987 panel study of income dynamics.	The research suggests an individual who has a large extended family is less likely to engage in moonlighting.
Alper & Morlock (1982)	Quantitative - longitudinal study utilising data from a 1977 survey involving 6007 households.	The results of this empirical study suggest the productivity of the wife in nonmarket and market work is an important determinant in deciding whether the husband undertakes a second job.
Amirault (1997)	Theoretical examination of moonlighting.	The researcher suggests that non-financial motives for moonlighting may be as strong as financial reasons. In addition, as an individual increases their earnings and their education their motivation for moonlighting changes from financial to non-financial reasons.
Arcuri, Gunn & Lester (1987)	Theoretical examination of moonlighting.	Significant number of police officers believed moonlighting had a negative impact upon their family lives.
Averett (2001)	Quantitative - utilising data from a 1991 population survey.	The researchers suggest there are multiple motives for moonlighters and these vary between men and women.
Bambery & Campbell (2012)	Qualitative - Australian study involving interviews with 15 participants to determine their motivations for moonlighting.	In support of previous research in this area the researchers found evidence that employees used moonlighting as a hedge against unemployment.
Conway & Kimmel (1992)	Quantitative - empirical analysis utilising a 1984 survey of income and program participation.	The researchers in this study argue the main reason for people to engage in moonlighting is because they are constrained in their primary occupation.
Dempster-McClain & Moen (1989)	Theoretical examination of moonlighting	The results of this study indicate the likelihood of a husband moonlighting changes over time according to variations in their predispositions, motivations and enablers/constraints.
Dickey & Theodossiou (2006)	Quantitative - questionnaire delivered to participants working in the fisheries and aquaculture industries.	This study suggests the two major motivations of moonlighting are; hours constraints on the primary job and heterogeneous jobs.
Dickey, Watson & Zangelidis (2009)	Article - theoretical examination of previous literature on moonlighting.	The results support previous researchers who state that financial motives alone are not sufficient to explain why some employees decide to moonlight.

List of Relevant Research on Moonlighting and Summary of Findings

Dickey, Watson & Zangelidis (2011)	Quantitative - questionnaire delivered to 970 workers employed in the off-shore oil industry in the UK.	One finding in this research is that individuals in the early stages of their working lives tend to obtain a second job for financial reasons however, as they move through their careers they are more likely to moonlight for non-financial reasons.
Guthrie (1969)	Qualitative - pilot study on the economics of moonlighting delivered through a questionnaire to 1472 teachers.	This study examined the distinctions between the motivations and characteristics of teachers who decide to moonlight. The results supported the hypothesis that teachers took on a second job to improve their standard of living. The research found no evidence to link age with the decision to moonlight.
Hamel (1967)	Quantitative – utilising Bureau of Labor Statistics from United States Census Bureau.	Examined the relationship between moonlighting and weekly earnings. Researchers propose the level of a worker's salary will determine the likelihood they will moonlight. As the salary of a worker rises the likelihood of moonlighting decreases.
Heineck (2009)	Quantitative - data drawn from the German Socio-Economic Panel for Germany and the British Household Panel Survey.	The results indicate that a desire to work longer hours is a strong predictor for moonlighting for male German workers but not male workers in the UK.
Jamal & Crawford (1981)	Quantitative - study of 404 employees from businesses within Canada.	Researchers found no significant differences between moonlighters and non-moonlighters in respect to; mental and emotional health, absenteeism, turnover, job performance, participation in voluntary work and need fulfilment in the workplace.
Jamal (1986)	Quantitative - survey sent to 285 blue-collar workers and 252 firefighters.	The results of the current study reveal there is no significant difference between moonlighters and non-moonlighters in terms of job performance, absenteeism, turnover, physical health, stress and social support.
Jamal (1988)	Theoretical examination of moonlighting.	Reasons for moonlighting differ for men and women. The study of fire fighters showed lower levels of organisational commitment for moonlighters compared to non-moonlighters.
Jamal, Baba & Riviere (1998)	Quantitative - questionnaire delivered to 420 College teachers in Canada.	These results indicate non-moonlighters have higher levels of job stress, burnout and turnover intention than moonlighters.

List of Relevant Research on Moonlighting and Summary of Findings

Kimmel & Conway (2001)	Quantitative – empirical analysis of data obtained from the 1984 United States Panel of the Survey and Income Program Participation (SIPP).	A finding of this study is that whilst moonlighting rates increase as individuals have more children, this only relates to those with primary school aged children. Those individuals with preschool aged children are less likely to moonlight.
Lakhani & Fugita (1993)	Quantitative - analysis of data obtained from a 1986 survey of over 64,000 army reservists.	Researchers found significant evidence for the patriotism theory to explain why individuals remain in the army reserves in addition to their primary occupation.
Miller & Sniderman (1974)	Quantitative - questionnaire to 702 teachers with a random sample of multiple job-holding and non-multiple job-holding teachers.	Middle income earners are more likely to moonlight.
O'Connell (1979)	Theoretical examination of moonlighting and marginal tax rates.	This study suggested increases in the primary job wages or hours will significantly decrease the amount of moonlighting.
Parham & Gordon (2011)	Quantitative – questionnaire data utilising teachers.	Most teachers believed moonlighting had a negative impact upon their performance as a teacher.
Perella (1970)	Quantitative – utilising Bureau of Labor Statistics from United States Census Bureau.	The study found a direct link between the amount of money earned in the primary occupation and the number of participants who cited they were moonlighting to meet regular household expenses. In addition, the likelihood that a person will moonlight varies according to gender, age and marital status.
Raffel & Groff (1990)	Quantitative - questionnaire delivered to 488 public school teachers in the U.S.	This study suggested there is not just one reason to moonlight but perhaps several.
Shisko & Rostker (1976)	Theoretical examination of the economics of moonlighting.	Developed a mathematic model which described the 'tipping point' at which time an individual would be willing to give up their leisure time in pursuit of their economic goals through moonlighting.
Sliter & Boyd (2014)	Quantitative – utilising Bureau of Labor Statistics from United States Census Bureau.	The researchers suggest more people moonlight for financial reasons over enjoyment of the second job.
Smith & Cooper (1967)	Quantitative - questionnaire delivered to 1767 teachers.	Research examined the relationship between moonlighting and the personal characteristics of the teachers involved in the study. The study found significantly more men than women engaged in moonlighting and teachers who had a family were less likely to moonlight than single teachers.

List of Relevant Research on Moonlighting and Summary of Findings

Taylor & Sekscenski (1982)	Quantitative - utilising Bureau of Labor Statistics from United States Census Bureau	Age has a different impact upon motivations of moonlighters according to their gender. The researchers also flag the under reporting of moonlighting in official statistics.
Wilensky (1963)	Theoretical examination of moonlighting	Proposed one of the earliest explanations as to why individuals moonlight. Known as the hours constraint theory, the researchers suggested people take on second jobs because they are deprived of either wages or work hours in their primary job.
Wu, Baimbridge & Zhu (2009)	Quantitative - data obtained from the British Household Panel Survey.	The results of this research did not support the hours constrained theory nor the theory that individuals engage in a second job as a hedge against unemployment. The study did find evidence for the heterogeneous jobs model and the target income model.
Zickar, Gibby & Jenny, (2004).	Quantitative - questionnaire developed by Meyer et. al. (1993) measuring affective and continuance commitment delivered to participants known to the researchers and psychology students.	This study found there was a significant higher levels of stress recorded in primary jobs than in secondary jobs. Continuance commitment levels were also higher in primary jobs than secondary jobs. The researchers suggest this is due to the individual's financial dependence on their primary job.

Appendix 3: Support of the WA Police Union

Hamish

I commend you for your proposal, which has considerable merit.

The outcome of this research has the potential to provide significant benefits to WA Police, WAPU and our members.

I therefore support your request, endorse your project and authorise my staff to assist you, where required.

I request that WAPU be acknowledged in your submission and that a copy of the final product be provided to us.

If I can be of any further assistance, please don't hesitate to ask.

Good luck!

Regards

George Tilbury

President | Western Australian Police Union

T (08) 9321 2155

M 0409 105 898

F (08) 9321 2177

Email george.tilbury@wapu.org.au



CENTENARY 2012
WESTERN AUSTRALIAN
POLICE UNION

639 Murray Street West Perth WA 6005
Tel: 08 9321 2155 Fax: 08 9321 2177
www.wapu.org.au

From: MCKENZIE Hamish [PD07573] [<mailto:hamish.mckenzie@police.wa.gov.au>]

Sent: Thursday, 1 November 2012 8:21 AM

To: George Tilbury

Subject: Research proposal into secondary employment

Dear George

I am currently preparing a research proposal to undertake study into the impact of secondary employment on WA police officers as part of a Masters scholarship at Edith Cowan University.

I have attached a copy of my proposal but basically the aim of my study is to look at the effect secondary employment is having on police officers especially in relation to OH & S incidents surrounding fatigue. I also want to ensure individual officers are not inadvertently and unwittingly breaching police policy and at the same time ensure police agency outcomes are achieved.

I am seeking formal union endorsement of my research proposal and access to any information the union may hold on issues such as fatigue within the workplace or any other material which may assist in my project.

All information obtained through my research will be treated as confidential and individual members will not be identified unless they wish to do so. I intend to conduct survey, field interviews and accessing agency held data to conduct my research.

I believe formal support from the Police Union will encourage members to participate in data collection.

My research proposal will be reviewed by the agency on the 11th of November and if approved it will then be forwarded to Edith Cowan University who have the final say on whether it has academic merit. A reply before this date would be very much appreciated and if endorsement is obtained will form part of my proposal.

Kind regards

Hamish McKenzie

Senior Sergeant / Manager Academic Pathways Unit / Professional Development Portfolio / Western Australia Police / 81 Lakeside Drive, Joondalup, WA, 6027 / Phone (08) 93019577 / E-Mail: hamish.mckenzie@police.wa.gov.au

Appendix 4: Information letter to participants

INFORMATION LETTER TO PARTICIPANTS

You are invited to participate in this research project, which is being conducted as part of the requirements of a Master of Management by Research at Edith Cowan University. The details of the researchers for this research project are as follows:

Mr. Hamish McKenzie (Researcher/ Chief Investigator). Email: hmckenzi@our.ecu.edu.au

Professor Rowena Barrett (Principal Supervisor). Email: r.barrett@ecu.edu.au

Dr. Susanne Bahn (Co-Supervisor). Email: s.bahn@ecu.edu.au

This research project has two aims. Firstly it seeks to identify the factors which influence the decision of a WA police officer to undertake secondary employment. The WA Police define secondary employment as “...paid employment of any kind undertaken by any WA Police personnel that is in addition to their public office.” Secondly the research project will attempt to ascertain whether there is a correlation between police officers who engage in secondary employment and their level of organisation commitment.

The first stage of this research will involve an online survey. This part of the research project looks at organisational commitment and involves 24 questions from which participants select an answer from “strongly agree” to “strongly disagree” on a seven point sliding scale. It is envisaged this survey will take no longer than 15 minutes to complete. If you choose to participate in this survey you indicate your consent to take part in this stage of the research project.

The second part of the research will ask for volunteers from the initial survey, who do undertake secondary employment, to participate in a face to face interview. These interviews will take between 30 minutes and 1 hour and will be at a time and place convenient to the participant. During the interview, notes will be taken and the interview will be audio-recorded. The audio recording of the interview will be erased once the project is completed. Should the need arise you may be contacted for further clarification after the interview is transcribed.

The information will be used to complete the requirements for the research project noted above, and only the researcher will have access to any individual's information. Any information or details given for this study will be kept confidential. Any personal information that identifies participants will be coded or de-identified to ensure confidentiality. Your name will not be identified in any written report or presentation of the result of this project unless you approve.

Participation in this project is voluntary. If you decide to participate, you are free to withdraw from further participation at any time without giving a reason and there will no consequences. After the project is completed, you can ask for a written report. Any information or details given for this study will be kept confidential.

This research has the support of the WA Police Union and approval has been granted by the WA Police Academic Research Administration Unit (ARAU). The results of this research will be available on the ARAU intranet site at the completion of this study.

If you have any questions or require further information about the research project, please contact:

Hamish McKenzie
School of Business
Faculty of Business and Law
Edith Cowan University
Phone: 0420431572
Email: hmckenzi@our.ecu.edu.au

Appendix 5: Informed Consent

The Chief Investigator is responsible for the ethical conduct of this project. However, if you have any concerns or complaints about the project and wish to talk to an independent person, you may contact:

Research Ethics Officer

Hamish McKenzie
School of Business
Edith Cowan University
270 Joondalup Drive
JOONDALUP WA 6027
Phone: 0420431572
Email: hmckenzi@our.ecu.edu.au



Informed Consent Document

Secondary employment by Western Australia police officers: Factors influencing multi job-holding and the relationship to organisational commitment.

The research is funded by the faculty of Business and Law, Edith Cowan University. The Chief Investigator for this project is Mr. Hamish McKenzie, of the School of Business, in the Faculty of Business and Law at Edith Cowan University.

- I have been provided with a copy of the information letter which explains the study.
- I have read the letter or had the letter read to me.
- I have had opportunities to ask questions about what the letter means and my questions have been answered to my satisfaction.
- I understand what the study is about and what I will be asked to do.
- I know I can contact the research team if I have any other questions or I can get someone to help me do this.
- I know that what I say is being used only for the purposes of this research, which is to investigate why some Western Australia Police Officers engage in secondary employment.
- I agree to the researcher recording what I say on a digital recorder
- I know that I will be asked for my views to find out what factors influence my decision to undertake secondary employment.
- I know my identity will not be revealed unless I agree.
- I am free to withdraw at any time and do not need to give a reason.
- I agree that publications such as journal articles will be produced from this study.
- I freely agree to take part in this research.

Name (Please print)

Organisation

Signed

Date

Appendix 6: WA Police- Permission to conduct research



WESTERN AUSTRALIA POLICE

ACADEMIC RESEARCH ADMINISTRATION UNIT STRATEGY & PERFORMANCE

POLICE HEADQUARTERS
7TH FLOOR
2 ADELAIDE TERRACE, EAST PERTH
WESTERN AUSTRALIA 6004
TELEPHONE : (08) 9222 1374
FACSIMILE : (08) 9222 1348

Your Ref:
Our Ref: 021/13
Inquiries: Alexander Price
Alexander.price@police.wa.gov.au

Hamish McKenzie
Detective Training Faculty
81 Lakeside Drive
Joondalup WA 6027

Dear Mr McKenzie

**PROJECT TITLE: SECONDARY EMPLOYMENT BY WESTERN AUSTRALIA POLICE
OFFICERS: FACTORS INFLUENCING MULTI JOB-HOLDING AND THE
RELATIONSHIP TO ORGANISATIONAL COMMITMENT**

Thank you for your application to conduct research with the Western Australia Police. Your application to survey WA Police sworn officers on secondary employment and commitment to the agency has been approved by the WA Police Research Application Review Committee.

The Academic Research Administration Unit (ARAU) confirms that this research has the support of the WA Police Workforce Development division and the Reform and Business Improvement Team.

To progress your research with WA Police, please provide your survey material for distribution to personnel, with adherence to the following criteria.

The conditions outlined below ensure the research is conducted in accordance with the WA Police research guidelines and code of conduct.

Conditions of approval of your research project:

- A copy of the approval letter by your University's Human Research Ethics Committee is sent to the ARAU for our records prior to the commencement of the research.
- All distribution of survey materials will be coordinated by the ARAU.
- Please provide a 'covering email' with an introduction to your research, a link to the survey material and any other explanatory material to be distributed to prospective participants.

Mission Statement: "To enhance the quality of life and wellbeing of all people in Western Australia by contributing to making our State a safe and secure place."

- Include in your information letter and/or consent form that approval has been granted by the WA Police Research Application Review Committee.
- All information and data provided for, or collected from, this research must be secured at all times, including:
 - The data must be stored in a secure location only accessible to the researchers directly involved in the project.
 - The data must only be used for the purpose of this research project.
 - No copies of the material are to be made.

A copy of your report, including an executive summary of the research, must be provided to the ARAU at least 14 days prior to public release. Final reports are uploaded to the WA Police Intranet publications page for access by all WA Police employees.

If you require any amendments to your research, please contact the ARAU to process this request.

Your project will be monitored quarterly and regular status updates are required for the duration of the project. Failure to comply with any of these conditions will result in WA Police ceasing the research and advising your university's Human Research Ethics Committee of the breach.

I would like to take this opportunity to congratulate you on this very worthwhile research.

Yours sincerely



GRAHAM HARNWELL
ASSISTANT DIRECTOR
STRATEGIC MANAGEMENT OFFICE

16 September 2013

cc: Professor Rowena Barrett – Edith Cowan University
Dr. Susanne Bahn – Edith Cowan University
Ms Renae Lavell – Assistant Director, Workforce Development Division
Commander Graeme Castlehow – Commander, Executive Services

Appendix 7: TCM Employee Commitment Survey

TCM Employee Commitment Survey
Academic Users Guide 2004

John P. Meyer and Natalie J. Allen

Department of Psychology

The University of Western Ontario

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TCM Employee Commitment Survey Academic Users Guide

Based on the Three-Component Model (TCM) of commitment (Meyer & Allen, 1991; 1997), the *TCM Employee Commitment Survey* measures three forms of employee commitment to an organization: desire-based (affective commitment), obligation-based (normative commitment) and cost-based (continuance commitment). The survey includes three well-validated scales, the Affective Commitment Scale (ACS), the Normative Commitment Scale (NCS) and the Continuance Commitment Scale (CCS). Each is scored separately and can be used to identify the "commitment profile" of employees within an organization.

This academic version of the TCM Employee Commitment Survey was prepared for those who intend to use the commitment scales for academic research purposes. Original and revised versions of the scales are provided in Appendix A. This guide provides background information on the development of the commitment scales and addresses general issues pertaining to their use. Appendix B provides a list of references that you can consult for more information.

Why is commitment important?

Commitment implies an intention to persist in a course of action. Therefore, organizations often try to foster commitment in their employees to achieve stability and reduce costly turnover. It is commonly believed that committed employees will also work harder and be more likely to "go the extra mile" to achieve organizational objectives. Research has consistently demonstrated that commitment does indeed contribute to a reduction in turnover (see Tett & Meyer, 1993; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). But, there is a caveat to the assumption regarding its impact on performance.

Research conducted to test the three-component model of commitment has demonstrated that commitment can be characterized by different mindsets – desire, obligation, and cost (see Meyer & Allen, 1991, 1997). Employees with a strong affective commitment (high ACS scores) stay because they *want to*, those with strong normative commitment (high NCS scores) stay because they feel they *ought to*, and those with strong continuance commitment (high CCS scores) stay because they *have to* do so.

Research consistently shows that employees who want to stay (high ACS) tend to perform at a higher level than those who do not (low ACS). Employees who remain out of obligation (high NCS) also tend to out-perform those who feel no such obligation (low NCS), but the effect on performance is not as strong as that observed for desire. Finally, employees who have to stay primarily to avoid losing something of value (e.g.,

benefits, seniority) often have little incentive to do anything more than is required to retain their positions. So, not all commitments are alike (for summaries of the empirical evidence, see Allen & Meyer, 1996, 2000; Meyer et al., 2002).

How do I use the Commitment Survey?

There are two versions of the TCM Employee Commitment Survey – original and revised (see below). Both include statements (items) pertaining to employees' perception of their relationship with the organization and their reasons for staying. After reading each item, employees indicate the strength of their agreement by selecting a number from 1 (strongly disagree) to 7 (strongly agree). In the original version of the survey, there are eight items for each the three commitment scales: ACS, NCS, and CCS. In the revised survey there are six statements for each scale. (Note: A new version of the CCS has recently been developed based on accumulating evidence that the original scale reflects two underlying dimensions, personal sacrifice and lack of alternatives (see Allen & Meyer, 1996) and that the personal sacrifice dimension corresponds more closely to the continuance commitment construct as it was originally conceived (see Allen & Meyer, 1996; McGee & Ford, 1987; Meyer et al., 2002). For more information on the new version of the CCS, its development and psychometric properties, see Powell and Meyer, 2004.

For both the original and revised versions of the survey, the items in Appendix A are grouped according to scale: ACS, NCS, and CCS. For purposes of survey administration, we recommend that the items from the three scales be mixed. For scoring purposes, employees' responses to all of the items *within* a scale are averaged to yield an overall score for each of the three components of commitment (see below for more detail). Although it is also possible to sum the item scores rather than averaging, this can create some problems if employees fail to respond to some items. The existence of *missing data* will have a much greater impact on total scores than on average scores. Of course, if employees fail to respond to a large number of the items (e.g., more than two or three per scale), their scores will be suspect and probably should not be interpreted. (Note: The existence of missing data can be problematic for the analysis and interpretation of any employee survey. There are several different ways to address this problem. For a more detailed discussion of this issue and the options available, see McDonald, Thurston and Nelson (2000) and Roth, Switzer and Switzer (1999)).

Note that some of the items in the commitment scales have been worded such that strong agreement actually reflects a lower level of commitment. These are referred to as "reverse-keyed" items (identified by "R" after the statement) and are included to encourage respondents to think about each statement carefully rather than mindlessly adapting a pattern of agreeing or disagreeing with the statements. For the same reason, we typically recommend that items from the three commitment scales be integrated for purposes of presentation in a paper or web-based survey. For scoring purposes, however, it is important that (a) scores on reverse-keyed statements be re-

coded (i.e., 1 = 7, 2 = 6, ... 7 = 1) before scoring, and (b) averages are computed based only on items relevant to the specific scale. Scores computed by combining items from the different commitment scales will *not* be meaningful. If scored correctly, you should obtain three scores, one each for the ACS, NCS, and CCS, for each respondent. These scores should range in value from 1 to 7 with higher scores indicating stronger commitment.

Which version of the survey should I use?

The original version of the ACS, NCS and CCS each include eight items. The revised scales include six items. The two versions of the ACS and CCS are very similar – the choice between the two might best be made on the basis of desired length. The greatest difference between the original and revised versions will be seen in the NCS. Briefly, the NCS measures employees' feeling of obligation to remain with the organization. Theoretically, this obligation can arise from two primary sources: socialization experiences and receipt of "benefits" from the organization that require reciprocation on the part of the employee. Items in the original version of the NCS tend to include information about the basis for the obligation, whereas those in the revised version focus more specifically on the feeling of obligation without specifying the basis. The choice between these two versions might best be made on the basis of whether information about the basis for feeling of obligation is relevant. A note of caution is in order here, however. Making inferences about the basis for normative commitment from the original version of the scale might require interpretation of responses to one or a subset of the items. The NCS was not developed for this purpose and scores on single items can be unreliable.

How should I analyze my data?

As noted above, once you have administered and scored the TCM Employee Commitment Survey, you should have three scores for each respondent. For best results, the commitment survey should be completed anonymously. The content of the scales can be quite sensitive and, under some circumstances, employees might be reluctant to respond honestly if they believe that they can be identified. Therefore, if administered anonymously, interpretation is based on an assessment of the average score and the level of dispersion around this average. This can be done at an organizational level, or at a department or unit level (assuming sufficient numbers).

How these commitment scores are used for research purposes obviously depends on the nature of the research questions being asked. The most common data analytic approach has been to use correlation or regression to examine relations between the commitment scores and scores on other variables presumed to be their antecedents, correlates or consequences. Other strategies involve the use of ANOVA to compare commitment levels across groups. Appendix B provides a list of references where you can find examples of studies pertaining to the development and consequences of commitment as well as narrative and meta-analytic reviews of existing research. In the

remainder of this section we focus on approaches you might take to examine the behavioral consequences of employee commitment.

Although the vast majority of studies using the TCM employee commitment measures have examined the independent or additive effects of the three components on outcomes of interest (e.g., turnover intention, turnover, attendance, job performance, organizational citizenship behavior), in the original formulation of the theory, Meyer and Allen (1991) proposed the three components of commitment might interact to influence behavior (see Meyer & Herscovitch, 2001, for a set of propositions concerning the nature of the interaction effects). If so, the nature of the relation between any single component of commitment and an outcome of interest might vary depending on the strength of the other components. Only a handful of studies to date have tested for interaction effects (e.g., Chen & Francesco, 2003; Jaros, 1997; Meyer, Paunonen, Gellatly, Goffin & Jackson, 1989; Randall, Fedor, & Longenecker, 1990; Somers, 1995). Most have found evidence for interactions. This suggests that interpretation of zero-order correlations might be somewhat misleading. Therefore, we recommend that researchers interested in examining relations between the commitment component and various "outcome" measures consider testing for interactions using moderated multiple regression analyses (for more information on this analytic strategy, see Aiken and West, 1991).

Another approach to examining the joint effects of the commitment components on behavior is to conduct commitment profile comparisons (see Meyer & Herscovitch, 2001, for propositions concerning behavior differences across profile groups, and Herscovitch & Meyer, 2002, for an empirical example). Plotting the three commitment scores will yield a commitment profile for the organization, department, or unit. In theory (Meyer & Allen, 1991; Meyer & Herscovitch, 2001) the optimal profile should be one in which ACS scores are high (e.g., above the scale midpoint), and the CCS is considerably lower (e.g., below the scale midpoint). Profiles in which the CCS scores are elevated suggest that many employees may feel "trapped" in the organization. Although this can contribute to a relatively low rate of turnover, our research suggests that such employees will do little beyond that which is required of them. To date, only a few studies have been conducted to make profile comparisons (e.g., Gellatly, Meyer & Luchak, 2004; Herscovitch & Meyer, 2002). Preliminary evidence is generally consistent with prediction, but more research is needed before firm conclusions can be drawn.

Can I alter the scales to suit my purposes?

It is possible to alter the scales without having a major impact on reliability and validity. The strength of the impact, however, will depend on the nature and extent of the revision. The most common revisions, and their potential effects, are described briefly below. Of course, we can only speculate on what the impact will be in any given situation. The evidence for reliability and validity accumulated through years of research (see Allen & Meyer, 1996, 2000) is based largely on the use of the scales in

unaltered form. Therefore, we cannot guarantee that the findings will apply when the scales are modified.

Number of Items. One common modification is to reduce the number of items on each of the three scales, typically as a way of reducing overall survey length. Our experience has been that the scales can be reduced in length to as few as three or four items each without a major impact on reliability. If scale length is an issue, it might be wise to conduct a pilot investigation to assess reliability before conducting the full-scale study. Of course, reliability is only one factor that can affect validity, so even if it can be demonstrated that the reliabilities of shortened scales are acceptable, there is no guarantee that the validity will not be affected. For more information on strategies for scale reduction, see Stanton, Sinar, Balzer, & Smith (2002).

Response Scale. Another common modification is to alter the response scale. Typically, a 7-point disagree-agree scale has been used but, in our experience, a 5-point scale also works quite well. Reducing the number of response options below five is not advised. Obviously, it is important that researchers not directly compare scale scores that are based on different item response scales.

Customizing the Items for the Participating Organization. The items in the TCM Employee Commitment Survey refer to "the organization." In cases where there may be some confusion about what the organization is, as for example when respondents work for a large subsidiary of an even larger organization, it may be advisable to substitute the relevant organization's name in the item. In cases where respondents' organizational affiliations may not be known in advance (e.g., when you collect data through a professional association), it is advisable to modify the instructions to inform respondents as to how you would like them to interpret the term "organization" for purposes of the survey.

Combining Measures. Users who want to measure attitudes other than commitment to the organization might consider mixing statements from the commitment scales with statements from other measures (e.g., job satisfaction). This is certainly possible as long as a common response scale is used. Doing so, however, could create problems. On the one hand, mixing the commitment scales with measures with a very different focus (e.g., attitudes toward supervisors, co-workers, compensation systems) can cause confusion for respondents – imagine carrying on a conversation where all of this was being discussed at once. On the other hand, mixing content can lead to artificial inflation of the relationship between scores on the measures. In situations where the other measures are included to help identify factors or conditions in the workplace that might contribute to employees' commitment, or lack of commitment, the inflation of relationships could lead to erroneous conclusions. In light of these potential problems, it is usually advisable to include the commitment measures in a separate section of a more comprehensive attitude survey. A decision to do otherwise should be made with caution. For more information on item context effects, see Schwarz (1999).

Reversing the negatively keyed items. The use of negatively keyed items in attitude surveys is intended to control for acquiescence response bias (i.e., the tendency to respond affirmatively to items regardless of their content). While acquiescence response bias can be a problem, there is some evidence that using reverse-keyed items can create confusion for some respondents. An investigation using the TCM commitment scales indeed found evidence for a small “keying factor” resulting from the use of reverse keyed items (see Magazine, Williams, & Williams, 1996). Therefore, some users prefer to reword the reverse-keyed items to minimize potential confusion. There has yet to be a systematic investigation of the impact of doing so, but we believe that it will be minimal. Therefore, we suggest that the reverse-keyed items be reworded if there is any reason to be concerned that reverse-keyed items might be a problem for the respondent sample.

Adapting the scales to measure commitment to other foci. Researchers sometimes want to measure commitment to foci other than the organization itself (e.g., occupation, supervisor, work team, customers) and inquire as to whether it is appropriate to simply replace “organization” in the commitment items with a descriptor of the relevant target. We agree with the importance of acknowledging the multi-dimensionality of all workplace commitments but do not advocate this simple target substitution approach. The terms of a commitment can be very different depending on the target. For example, staying might be a relevant behavioral outcome of commitment to an organization or occupation, but is less relevant when the target is a supervisor or customer, and not at all relevant with the target of the commitment is a goal or change initiative. Meyer and Herscovitch (2001) recently explained how our three-component model of commitment can be adapted for the study of other workplace commitments. They also describe a strategy for developing measures of the three components of these commitments. For examples of research that has applied the three component model to other foci, see Becker and Kernan (2003), Bentein, Stinglhamber, and Vandenberghe (2002), Clugston, Howell, and Dorfman (2000), Herscovitch and Meyer (2002), Meyer et al. (1993), Stinglhamber, Bentein, and Vandenberghe (2002), and Vandenberghe, Stinglhamber, Bentein, and Delhaise (2001).

Translation. Some users might want to administer the commitment scales in languages other than English, either within a largely English-speaking culture, or in a non-English-speaking country or culture. We do not yet have a standard set of translated scales. However, others have translated the scales for research purposes, with varying degrees of success. There are many factors to consider in translating and using measures in countries or cultures other than those where they were originally developed and validated. Below, we provide sources where you can go to get more information about the potential impact of translation and the cross-cultural validity of the three-component model of commitment. For more detailed information about translation and transporting measures to other cultures, see Hulin (1987) and Hui and Triandis (1985).

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APPENDIX A

Commitment Scales

Instructions

Listed below is a series of statements that represent feelings that individuals might have about the company or organization for which they work. With respect to your own feelings about the particular organization for which you are now working, please indicate the degree of your agreement or disagreement with each statement by circling a number from 1 to 7 using the scale below.

- 1 = strongly disagree
- 2 = disagree
- 3 = slightly disagree
- 4 = undecided
- 5 = slightly agree
- 6 = agree
- 7 = strongly agree

Original Version (Allen & Meyer, 1990)

Affective Commitment Scale

- 1) I would be very happy to spend the rest of my career with this organization.
- 2) I enjoy discussing my organization with people outside it.
- 3) I really feel as if this organization's problems are my own.
- 4) I think that I could easily become as attached to another organization as I am to this one. (R)
- 5) I do not feel like 'part of the family' at my organization. (R)
- 6) I do not feel 'emotionally attached' to this organization. (R)
- 7) This organization has a great deal of personal meaning for me.
- 8) I do not feel a strong sense of belonging to my organization. (R)

Continuance Commitment Scale

- 1) I am not afraid of what might happen if I quit my job without having another one lined up. (R)
- 2) It would be very hard for me to leave my organization right now, even if I wanted to.
- 3) Too much in my life would be disrupted if I decided I wanted to leave my organization now.
- 4) It wouldn't be too costly for me to leave my organization now. (R)
- 5) Right now, staying with my organization is a matter of necessity as much as desire.
- 6) I feel that I have too few options to consider leaving this organization.
- 7) One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.
- 8) One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice -another organization may not match the overall benefits I have here.

Normative Commitment Scale

- 1) I think that people these days move from company to company too often.
- 2) I do not believe that a person must always be loyal to his or her organization. (R)
- 3) Jumping from organization to organization does not seem at all unethical to me. (R)
- 4) One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.
- 5) If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.
- 6) I was taught to believe in the value of remaining loyal to one's organization.
- 7) Things were better in the days when people stayed with one organization for most of their careers.
- 8) I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore. (R)

Revised Version (Meyer, Allen, & Smith, 1993)

Affective Commitment Scale

1. I would be very happy to spend the rest of my career with this organization.
2. I really feel as if this organization's problems are my own.
3. I do not feel a strong sense of "belonging" to my organization. (R)
4. I do not feel "emotionally attached" to this organization. (R)
5. I do not feel like "part of the family" at my organization. (R)
6. This organization has a great deal of personal meaning for me.

Continuance Commitment Scale

1. Right now, staying with my organization is a matter of necessity as much as desire.
2. It would be very hard for me to leave my organization right now, even if I wanted to.
3. Too much of my life would be disrupted if I decided I wanted to leave my organization now.
4. I feel that I have too few options to consider leaving this organization.
5. If I had not already put so much of myself into this organization, I might consider working elsewhere.
6. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.

Normative Commitment Scale

1. I do not feel any obligation to remain with my current employer. (R)
2. Even if it were to my advantage, I do not feel it would be right to leave my organization now.
3. I would feel guilty if I left my organization now.
4. This organization deserves my loyalty.
5. I would not leave my organization right now because I have a sense of obligation to the people in it.
6. I owe a great deal to my organization.

Note. (R) indicates a reverse-keyed item. Scores on these items should be reflected (i.e., 1 = 7, 2 = 6, 3 = 5, 4 = 4, 5 = 3, 6 = 2, 7 = 1) before computing scale scores.

APPENDIX B

Sources for Additional Information

The most complete and comprehensive source of information about the commitment measures and the three-component model of commitment is as follows.

Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*. Thousand Oaks, CA: Sage Publications.

Additional information on more specific issues can be found in the following sources.

- For information on how the commitment model can serve as the basis for the development and implementation of employee retention strategies, see:

Meyer, J. P., & Topolnytsky, L. (2000). *Best practices: Employee retention*. Toronto, Canada: Carswell.

- For more information about the development of the measures, and evidence for their psychometric properties, see:

Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance, and normative commitment to the organization. *Journal of Occupational Psychology*, 63, 1-18.

Allen, N. J., & Meyer, J. P. (1996). Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of Vocational Behavior*, 49, 252-276.

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Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component model. *Journal of Applied Psychology*, 78, 538-551.

Powell, D., & Meyer, J. P. (2004). Becker's side-bet theory revisited: A test of the theory within the context of Meyer and Allen's three-component model of organizational commitment. *Journal of Vocational Behavior*, 65, 157-177.

- For summaries of research pertaining to the development and consequences of employee commitment, see:

Allen, N. J., & Meyer, J. P. (1996). Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of Vocational Behavior*, 49, 252-276.

Allen, N. J., & Meyer, J. P. (2000). Construct validation in organizational behavior research: The case of organizational commitment. In R. D. Goffin and E. Helms (Eds.), *Problems and solutions in human assessment: Honoring Douglas N. Jackson at seventy*. Kluwer Academic.

Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance and normative commitment to the organization: A meta-analysis of antecedents, correlates and consequences. *Journal of Vocational Behavior*, 62, 20-52

- For more information on the interpretation of commitment profiles, see:

Gellatly, I. R., Meyer, J. P., & Luchak, A. A. (2004). Organizational commitment and behavior: Testing for interdependencies among three forms of commitment. Unpublished manuscript, School of Business, University of Alberta.

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- For information about the cross-cultural generalizability of the model and the impact of translation on the psychometric properties of the scales, see:

Allen, N. J., & Meyer, J. P. (2000). Construct validation in organizational behavior research: The case of organizational commitment. In R. D. Goffin and E. Helms (Eds.), *Problems and solutions in human assessment: Honoring Douglas N. Jackson at seventy*. Kluwer Academic.

Appendix 8: Survey Questions

Q10. *I would be very happy to spend the rest of my career with the WA Police.*

Q11. *One of the few consequences of leaving the WA Police would be the scarcity of available alternatives.*

Q12. *I do not believe that a person must always be loyal to his or her organisation.*

Q13. *I enjoy discussing the WA Police with people outside it.*

Q14. *This organisation has a great deal of personal meaning for me.*

Q15. *It wouldn't be too costly for me to leave the WA Police now.*

Q16. *One of the major reasons I continue to work for this organisation is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.*

Q17. *I really feel as if this organisation's problems are my own.*

Q18. *I think that I could easily become as attached to another organisation as I am to the WA Police.*

Q19. *I am not afraid of what might happen if I quit my job without having another one lined up.*

Q20. *I feel that I have too few options to consider leaving the WA Police.*

Q21. *I was taught to believe in the value of remaining loyal to one's organisation.*

Q22. *I do not feel like part of the 'WA Police family'.*

Q23. *One of the major reasons I continue to work for the WA Police is that leaving would require considerable personal sacrifice – another organisation may not match the overall benefits I have here.*

Q24. *I think that people these days move from one organisation to another organisation too often.*

Q25. *I do not feel 'emotionally attached' to the WA Police.*

Q26. *It would be very hard for me to leave the WA Police right now, even if I wanted to.*

Q27. *Jumping from one organisation to another does not seem at all unethical to me.*

Q28. If I got another offer for a better job elsewhere I would not feel it was right to leave the WA Police.

Q29. Too much of my life would be disrupted if I decided I wanted to leave the WA Police now.

Q30. I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore.

Q31. I do not feel a strong sense of belonging to the WA Police.

Q32. Right now, staying with the WA Police is a matter of necessity as much as desire.

Q33. Things were better in the days when people stayed in one job for most of their careers.

Appendix 9: E-mail introducing Researcher to Participants

Good morning,

Detective Senior Sergeant Hamish McKenzie is the Officer in Charge of the Detective Training School and is currently undertaking a Master of Management by Research project in partnership with Edith Cowan University.*

Hamish is examining the factors which influence the decision of a police officer to undertake secondary employment and whether there is a link to organisational commitment. Hamish's research has the support of both the WA Police Union and the WA Police Academic Research Administration Unit.

He is seeking your assistance in completing the survey which is accessible through the below link and should take no more than 15 minutes to complete.

The survey is anonymous and participants will not be identified in any way.

The survey also seeks police officers who are willing to participate in an interview with the researcher to obtain further information as to why they engage in secondary employment. These interviews are confidential and the participants will not be identified within the research.

Please click on the below link to access the survey.

https://ecuaau.qualtrics.com/SE/?SID=SV_8Jj6uvBBesLF6oI

Please see the Information letter to participant's attachment for further information.

**Project has since been upgraded to PhD.*

Appendix 10: Group e-mail to Participants

Good morning,

Thank you for taking the time recently to complete a survey that was sent out to you on my behalf from the Academic Research Unit. The results of this survey will form part of my thesis on organisational commitment within this agency.

For those of you who have kindly volunteered to assist further by taking part in one on one interviews I will be in touch with you soon to arrange a suitable time to come and see you.

Once again thank you for your participation.

Kind regards

Hamish McKenzie

Appendix 11: Sample Transcript of participant interviews

PARTICIPANT

MR McKENZIE: Participant 6. Okay, Thanks for joining me. The first question I wanted to ask you was: what is your secondary employment?

PARTICIPANT : A civil marriage celebrant.

MR McKENZIE: Why do you work in that second job? How did you come to work in that second job?

PARTICIPANT : About six years ago I went to a wedding with my wife. We saw the celebrant, who was a bit of a – sort of similar to how I am at the moment, in his 30s, male, which didn't fit the usual marriage celebrant. So yes, I said to my wife, "That was really good. That was something different. You don't often see that." She said, "Oh, I think you could do that." So yes, one thing led to another. I guess, initially, it was the challenge. I've always had a hobby – or hobbies for something to do – out of full-time work and that's more of a hobby. So yes, initially, it was a challenge.

MR McKENZIE: How many of those have you done?

PARTICIPANT : 70 maybe.

MR McKENZIE: Yes? Geez.

PARTICIPANT : 60, 70, 80.

MR McKENZIE: When did you start?

PARTICIPANT : 2006. My son was almost one, one at the time.

MR McKENZIE: Gee, that's good. 70 weddings. That's good. What are the predominant reasons behind it? You said it was a hobby for you. Was that predominantly why you took it up?

PARTICIPANT : Yes, the challenge. Initially, it wasn't the financial benefit, the secondary income, but as time went on and I was doing a few more, then that was a bit of a bonus and now it's – it's a challenge and now it's a bit of a sense of achievement. Initially, as well, one of the other things I thought was that, as a police officer – and I wasn't ever overly confident at public speaking, but I thought that would obviously – doing these weddings would help with that skill as well and I thought, well, that could benefit me in order outside the police.

MR McKENZIE: What are the factors within WA Pol, within WA Police, that allow you to work a second job? Are there specific – either your shifts, are you dayshift, or weekend shift?

PARTICIPANT : The shifts I work at the moment, yes.

MR McKENZIE: Yes?

PARTICIPANT 6: Monday to Friday is obviously what we work here, so that allows me to work the weddings at the moment. Who's to say what happens next year? Obviously, the policy we have, as long as apply and do the appropriate things as we go, that allows me to have secondary employment.

MR McKENZIE: I presume the majority of the weddings are on the weekends?

PARTICIPANT : Yes.

MR McKENZIE: So if you were working weekends, that would probably make it possible for you to do it?

PARTICIPANT : Yes, I've done the odd wedding during the week, but yes, I don't like to.

MR McKENZIE: What do you specifically like about that particular job? Being a marriage celebrant, I imagine you're seeing two people come together and all the things that go around marriage. Is that sort of something that attracts you, or is it the - - -

PARTICIPANT : Yes, I think initially it was – I didn't realise it, but initially getting into that side of things, yes, it was a happy time. I didn't realise the effect it would have on me over the years. It's such a positive thing and, I suppose, six years ago I didn't really realise – or it didn't occur to me that our police work, especially out on the front line, everything's negative. That has had a really good effect over the last few years, as far as being able to meet with people, you know, all walks of life and seeing the positive side.

MR McKENZIE: Who are at the most positive time of their lives?

PARTICIPANT : That's right. It's a happy time.

MR McKENZIE: Yes.

PARTICIPANT : It's also working with them towards something and then achieving that at the end, and having it all pan out the way that it's planned.

MR McKENZIE: Do you find being a marriage celebrant has a positive effect in your own relationship?

PARTICIPANT : Yes.

MR McKENZIE: Do you see that?

PARTICIPANT : Yes.

MR McKENZIE: Because I imagine it would, too.

PARTICIPANT : Yes, because I consider myself to have always been a good family person and good husband to my wife, but I'm able to now look into – you know, look at other people and hear what they say and pick up and share my personal side with them. Obviously, as time has gone on, I'm maturing, working out what's what.

MR McKENZIE: I imagine you meet with them beforehand, there's a lot of discussions before the wedding?

PARTICIPANT : Yes, so I guess that's another reason why it probably wouldn't suit – well, I mean, anyone could apply to become a marriage celebrant, but whether or not honestly they could get up there and say, "This is what will make a good marriage and this is what will make a good husband or wife," whereas I consider myself to be able to do that.

MR McKENZIE: What does it mean to you to be able to work a secondary? Is it something that you could just take or leave? If tomorrow they said, "Listen, you can't do that anymore," would it - - -

PARTICIPANT : Yes, that would disappoint me, I would say, because even – I don't say, "I want to do 30 weddings this year." I say, well, even if it was one or two, it's something good that I get to focus on and work towards out of hours, keeps me busy, not sitting on the couch watching the TV at night. I'm sending emails or doing something like that. So I guess it would disappoint me. However, if I was in a role whereby I was working weekends, that's my – my primary job is a police officer, so I understand that. I guess I would be more disappointed, the fact that I was moved into a position where I was working those different hours more so than them saying that you couldn't do that job.

MR McKENZIE: What do you think about the current policy on secondary employment? Do you think it's about right? Do you - - -

PARTICIPANT : Yes.

MR McKENZIE: - - - think we've got the mix about right, or too harsh, or too lenient?

PARTICIPANT : Yes, I think it's perfect. I mean, with the secondary employment I have, it's obviously the low risk and I definitely see the benefits in having the checks in place if there is a risk identified, any type of risk, and again, I suppose, with maturity, I've realised over the years there's a reason why these policies are in place and it's protecting the organisation, but it's even more so protecting me as an individual. Same with the insurance. A lot of people I know, you know, whether it be a lawn mower round or what not, the main thing is their concern is getting that public liability insurance, but once again, it's protecting yourself.

MR McKENZIE: Yes, that's right.

PARTICIPANT : So yes, I like it.

MR McKENZIE: In what ways has working in a second job impacted upon your role as a police officer, if any? Have there been some sort of skills that have been transposed from one to the other and vice versa?

PARTICIPANT : Yes, the public speaking, I think, and then coming up to the academy as well, which has helped me. Different sort of public speaking, I think, which is good. That's part of the reason why I came up to the academy, but I don't think the initial going and giving a lesson was as daunting because I was confident in speaking in front of groups of people. Yes, definitely helps me, you know, talking with my colleagues and what not and having a different outlook on life in general, I think. When I was out in a couple of years ago, I was still doing the weddings and I did have an opportunity to marry people in the community, all different, you know, diverse couples and what not. That allowed me to, yes, I suppose, look at the fact that people are equal and if they're on that side of the line they still can value different things, including marriage. Yes, it got me thinking about things a little bit differently. Again, that might be maturity.

MR McKENZIE: That's a good point. What factors do you think would stop you from leaving the police? If, in a perfect world, you could be a marriage celebrant and earn the same money now, or a little bit extra money, would you consider leaving the police to do that as a full-time occupation?

PARTICIPANT : That's a hard one, because I looked at that marriage celebrant side of things as not work and I don't know if I would enjoy it as much - - -

MR McKENZIE: If it was work?

PARTICIPANT : Because at the moment, even if – last year, I think I did 25 to 30 weddings, even though that's quite a few, it's not what I'm doing every day, so there is a bit of excitement and build up to that, whereas if I was doing it every day it would become more of a process and perhaps maybe that's what I enjoy it so much at the

moment. Yes, and I suppose the big factor is the money. I'd have to do a lot of weddings.

MR McKENZIE: There's probably only so many weddings you can do, isn't there?

PARTICIPANT : Yes, that's right, yes, and I think I like it because a lot of the weddings I do are where there is quite a bit of meaning in the wedding as opposed to – and nothing is wrong with the registry-style wedding, but a lot of the weddings I do are not so much the registry style, they're actually more a formal-type ceremony where there's a bit more involved.

MR McKENZIE: How do you define yourself? Do you define yourself as a police officer first? When you're lying in bed late at night, awake, "I'm a police officer."

PARTICIPANT : Oh, yes.

MR McKENZIE: "That's who I am."

PARTICIPANT : Definitely, yes.

MR McKENZIE: Have you ever experienced any conflicts of interest - - -

PARTICIPANT : With the celebrant - - -

MR McKENZIE: - - - in relation to your secondary employment?

PARTICIPANT : No. I'm trying to think, because conflict of – that's quite a broad area, isn't it?

MR McKENZIE: Yes.

PARTICIPANT : Sometimes you don't think of – no.

MR McKENZIE: I can't see probably how in that sort of field.

PARTICIPANT : No. No, not at all, no.

MR McKENZIE: That's it.

PARTICIPANT : Easy.

MR McKENZIE: Easy. Thanks very much for that.

INTERVIEW CONCLUDED



Appendix 12: Summary of transcribed data

Enjoyment of the job as the major factor for engaging in secondary employment

Tom's thoughts about why he engages in secondary employment	Demographic variables
<p><i>The initial reason I got into it was, I suppose, experience what it's like to do something different and share that knowledge. I actually was given the opportunity to present a case study to a cohort of students and found that I enjoyed standing up in front and talking about people.</i></p> <p><i>I was given the opportunity to do it as a secondary employment role and saw it as an opportunity to extend myself a little bit and plus earn some extra money on the side but it was more about that diversity and skillset I suppose, to be able to get up in front and talk to people, develop lectures, and interact with others.</i></p> <p><i>I took it on without actually being told what pay – I was told, you know, you get paid for it, so I basically accepted it prior to actually finding out how much the remuneration was. So obviously, it wasn't a financial driver.</i></p>	<p>Tom is a police officer who works in the Perth metropolitan area at the rank of Sergeant. Tom has been a police officer for 22 years and works secondary employment as a sessional lecturer.</p>
Rob's thoughts about why he engages in secondary employment	Demographic variables
<p><i>It's certainly not the money. It is extremely rewarding. It's a skill that I've had in this organisation for a long time that I like delivering to people. At my rank now, you don't get that opportunity, so it just gives me some – yes, it's something that I actually enjoy doing and it's a little bit of a release as well.</i></p> <p><i>That's what I enjoy about it as well. Something that has always interested me is probably mentoring and coaching people, and I think you can – and motivating. It's a great opportunity to motivate people to join the organisation as well. I reckon I'm doing the organisation a favour with regards to that and identifying and probably getting some good people that have a little bit of background in what policing is all about.</i></p>	<p>Rob is a police officer who works in the Perth metropolitan area at the rank of Sergeant. Rob has been a police officer for 30 years and works secondary employment as a lecturer.</p>
Anne's thoughts about why she engages in secondary employment	Demographic variables
<p><i>I was a cadet as a teenager and got a lot out of it, a lot of personal development. I guess it's more wanting to put something back and helping out the next generation.</i></p> <p><i>Yes, I mean, it was never about money. I mean, yes, there's obviously some slight payment, but it doesn't really cover even the petrol to get there, but it's more about, I guess, yes, the fulfilment that you're doing something and you're teaching young people things and they're picking up on it and you come home at the end of it going, "I've accomplished something today."</i></p> <p><i>You get a lot of fulfilment yourself in doing things that are different, interacting with different people. You know, I'll quite often spend three weeks at RAAF base you know, teaching on a continuous training course to teenagers, and it's a good break from what you do in real life. I guess you sort of remember that not all teenagers are horrible monsters as well.</i></p>	<p>Anne is one of only 3 female participants in the qualitative part of this study. Anne holds the rank of Senior Constable and works in regional Western Australia. Anne has been a police officer for 9 years and her secondary employment involves instructing Australian Air Force Cadets.</p>

Sally's thoughts about why she engages in secondary employment	Demographic variables
<p><i>Because I work such long hours in my job, I find it hard to actually do community work. For me, this was an avenue of doing community work while still being able to be fully committed to my organisation.</i></p> <p><i>This is my way of giving back and contributing because I can't participate 100 per cent in other programs that we've got for policing because of the work load that I have.</i></p> <p><i>As I said, that's my way of doing my community stuff.</i></p> <p><i>I guess it's that intrinsic where I feel like I'm making a difference, you know?</i></p>	<p>Sally is a 29 year veteran of the WA police who holds the rank of Inspector. Sally works in the metropolitan area and works secondary employment as a business consultant.</p>
Paul's thoughts about why he engages in secondary employment	Demographic variables
<p><i>Basically, it's something that I did for so long before joining. I enjoyed doing it. There's a small element of the extra money, but mostly just the fact that it keeps me, I suppose, up to date with a second trade. Policing is always going to be the first on now, because I did horticulture for so long, but it just made sense to keep doing it and I enjoyed it, and I was quite good at it. So it's really just continuing and allowing me to keep my knowledge, I suppose, and keep my hands on something else.</i></p> <p><i>I had a bit of time, so it made sense just to get back out there and earn a few extra dollars and do something I enjoyed. Like I said, I do enjoy doing it, but just not on a full-time scale. That's the reason why I left it in the first place.</i></p>	<p>Paul is a Constable who has been a police officer for 6 years and works in the metropolitan area. Paul was a horticulturalist before he joined the WA police and continues this job through his secondary employment.</p>
Kent's thoughts about why he engages in secondary employment	Demographic variables
<p><i>Initially, it was for a bit of money, but as I said, I enjoy it now. The first thing is that you get better job satisfaction from it, from students that are there and they say, "Thanks, great, and you get a good reward immediately."</i></p>	<p>Kent is a metropolitan based Senior Constable who has been a police officer for 19 years. Kent works secondary employment as a lecturer.</p>
John's thoughts about why he engages in secondary employment	Demographic variables
<p><i>I guess, initially, it was the challenge. I've always had a hobby – or hobbies for something to do – out of full-time work and that's more of a hobby. So yes, initially, it was a challenge.</i></p> <p><i>Initially, it wasn't the financial benefit, the secondary income, but as time went on and I was doing a few more, then that was a bit of a bonus and now it's – it's a challenge and now it's a bit of a sense of achievement.</i></p>	<p>John has been a police officer for 14 years and currently works in the metropolitan area as a Senior Constable. John works as a wedding celebrant as his secondary employment.</p>

Michael's thoughts about why he engages in secondary employment	Demographic variables
<p><i>I was unhappy with the (redacted) as it was then, the direction it was travelling, so I thought, well, if you want to change something, change from within instead of whinging about it.</i></p> <p><i>The remuneration was quite minimal and really didn't cover your costs, but instead of whinging about things, I believe in acting upon them, so that's what I did. You know, I didn't know much about finance at that stage and, certainly, a bit of learning wouldn't go astray and I enjoyed it.</i></p>	<p>Michael is an Inspector with 39 years of service with the WA Police and works in the metropolitan area. Michael works as a Director for a financial institution. The name of the institution has been redacted to ensure the anonymity of the participant.</p>
Tony's thoughts about why he engages in secondary employment	Demographic variables
<p><i>Well, when I first joined, it was primarily because I want to do something a bit different.</i></p> <p><i>No, it wasn't financial at that point. The pay's bloody terrible. I think it was just – I don't really know, just a personal – I wouldn't say a personal development. I always wanted to fire a machine gun, to be quite honest, and that's the only way I was going to fire a machine gun.</i></p> <p><i>Doing something for the country and we do it, as it is, as police officers. But bigger picture sort of thing, in the army, you're doing something positive for the country.</i></p>	<p>Tony has been a police officer for 35 years and currently works in regional Western Australia. Tony is employed in the Australian Army Reserve as his secondary employment.</p>
Peter's thoughts about why he engages in secondary employment	Demographic variables
<p><i>It's more for enjoyment. It's a relaxation thing after 31 years of policing.</i></p> <p><i>It's self-satisfaction. It is. It's just relaxing and it's away from the policing environment and, without being rude to the people I work with, it's away from police.</i></p>	<p>Peter is a Sergeant who works in regional Western Australia. He has been a police officer for 31 years and currently works as a carpenter in his secondary employment.</p>
Ian's thoughts about why he engages in secondary employment	Demographic variables
<p><i>I guess my main drive for it was really the interaction with – the social side of it. I mean, it also brought in a reasonable amount of money as well as a side line, but a lot of it is to do with, yes, the interaction with the people and enjoying – entertaining the crowd.</i></p>	<p>Ian has been a police officer for 19 years and works in regional Western Australia. Ian works as a musician in a band as his secondary employment.</p>

Fiona's thoughts about why he engages in secondary employment	Demographic variables
<p><i>I guess it was just an opportunity – I mean, one, I could see it as something I could do in addition to work. I actually started it years ago...and I just wasn't organised, or something happened and I didn't progress with it. Then I thought about it probably about six years ago and thought I've always want to have another... string to your bow... so that was my motivation as well. It was just that wanting to do something different and be engaged with another professional agency or organisation that's external from WA Police.</i></p> <p><i>I guess for me, too, it's quite a feminine thing to do, which is really completely opposite to policing. It was just kind of that thing that I needed or wanted to do. So it's ticked a lot of boxes.</i></p> <p><i>It was just kind of that – and also it's quite male dominated, so it was that opportunity to work with some other women and also do some things to empower others and make them feel better.</i></p>	<p>Fiona is an Inspector who has been a police officer for 31 years and works in the Perth metropolitan area. She works in sales in her secondary employment.</p>
Mark's thoughts about why he engages in secondary employment	Demographic variables
<p><i>Yes, the one with the mechanical business, I guess I don't – my turnover is not a lot. I only do one – maybe on average one car a month, and it's definitely not for the money. It's just to keep my hand in and just keep the skills up, I guess, in relation to the trade, I guess.</i></p> <p><i>Obviously, with the mechanical sort of things, I do enjoy that to a certain extent as well. There's other things that make me do it in relation to obviously, like I said before, keeping my skills up and just, yes, keeping the hand in, I suppose you could say.</i></p> <p><i>I've always liked umpiring footy. I've done it for quite a long time. I've done it since I was about 17 years old, yes, as well as getting out there and having a bit of a run. It's good to challenge yourself, I suppose, and make some quick decisions and, you know, there's not a lot of umpires around so I'm in high demand. I'm always asked if I can umpire and things like that. Yes, I really enjoy it, so that's the reason why I keep it up.</i></p>	<p>Mark is a Constable who works in regional Western Australia and has been a police officer for 11 years. Marks works as both a mechanic and an AFL football umpire as his secondary employment.</p>

Simon's thoughts about why he engages in secondary employment	Demographic variables
<p><i>There's a couple of reasons, really. I have a military background myself, and I sort of just fell into it, really. I made some inquiries about getting my grandfather's medals presented and the guy I inquired with made a bit of a mess of it all and I got frustrated and just said, "Well, look, I'll start doing it myself."</i></p> <p><i>Yes, so it's a personal interest, personal passion, and a bit of a hobby, I guess.</i></p> <p><i>I do enjoy just the end result probably more because I get a lot of satisfaction in seeing people wear medals that they've earned.</i></p>	<p>Simon is a Constable in regional Western Australia and has been a police officer for 9 years. Simon works for himself mounting police and military medals.</p>
Bill's thoughts about why he engages in secondary employment	Demographic variables
<p><i>So it was a good opportunity to stay involved with footy and interact and engage in the community.</i></p> <p><i>Probably 40 per cent something to do, 40 per cent engaged in the community, and probably 20 per cent the money.</i></p> <p><i>If you were doing it for money, I would have lost money. Put it that way.</i></p>	<p>Bill is a Constable who has been a police officer for 13 years and works in the metropolitan area. Bill works as an AFL football coach as his secondary employment.</p>

Financial reasons as the major factor for engaging in secondary employment

Jack's thoughts about why he engages in secondary employment	Demographic variables
<p><i>I work in a second job because I've got an interest in those areas. I'm interested in doing – enjoy doing wedding stuff and enjoy the public speaking forum and arena. It also gives me an opportunity to make money. I do need extra money in this job with three children and my wage, with the wife not working, doesn't give me the opportunity to earn the money I need. So money's a big motivator, plus the opportunity to, yes, widen your horizons and see what else is out there and broaden your skill base.</i></p> <p><i>At the moment, the main thrust of being able to do that would be – firstly, would be the financial gain and, secondly, the opportunity to refine my skills in the public speaking arena.</i></p>	<p>Jack works as both a wedding celebrant and as a driving instructor as his secondary employment. Jack holds the rank of Senior Constable and has been a police officer for 8 years. He currently works in the Perth metropolitan area.</p>

Nick's thoughts about why he engages in secondary employment	Demographic variables
<i>It is paid, so that's a little bit of extra money, but it's not going to make me rich, but it is obviously a help.</i>	Nick has been a police officer for 22 years and holds the rank of Sergeant. Nick works in the metropolitan area and works secondary employment as a 4WD driving instructor.
Murray's thoughts about why he engages in secondary employment	Demographic variables
<i>It was for the money because I was a single income family with a little daughter.</i>	Murray is a Sergeant who has been a police officer for 26 years and works in the Perth metropolitan area. Murray works as a butcher as his secondary employment.
James's thoughts about why he engages in secondary employment	Demographic variables
<p><i>I was regular army before that for eight years and, ever since then, I was in Army Reserves...I didn't have full-time employment when I first got out, so I needed something to pay the bills, so I did that and I just continued.</i></p> <p><i>Yes, there's a financial aspect to it.</i></p>	James is a Constable who has been a police officer for 11 years and works in regional Western Australia. He works secondary employment in the Australian Army Reserves.

Opportunity to experience another career before making a decision to leave as a major factor for engaging in secondary employment

Alan's thoughts about why he engages in secondary employment	Demographic variables
<i>I guess my motivation was a lack of opportunities in WA Police. Let's say the feedback I was getting on my future wasn't that bright, so I sort of was experimenting out in the private sector to see what skills I had and what was attractive outside, and so putting the feelers out through various people that I knew, contacts, various organisations, to say that I was available to do a little bit of this. I guess, if at some stage the little bit of consultancy work I was doing led to offers of full-time employment or more employment in that sector, I would have seriously looked at that.</i>	Alan is a Sergeant who works in the Perth metropolitan area and has been a police officer for 30 years. Alan works for himself running a consultancy business.

<p><i>Trying to make contacts and starting to take those initial baby steps to move outside of the organisation. I didn't want to make any sort of rash decision and cease my employment with WA Police and then say, "Well, what am I going to do?" So this was sort of a transition-type activity.</i></p>	
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Participants who stated they undertook secondary employment partly to help out friends or out of loyalty.

<p>Nick's thoughts about why he engages in secondary employment</p> <p><i>Secondly, there are people in the company that I work for I've been working with for a long time anyway, so it's out of a bit of loyalty to them and a few of them have left the job to start up a business so some of it was about showing support and loyalty to them.</i></p>
<p>Peter's thoughts about why he engages in secondary employment</p> <p><i>Look, a lot of the time, I've got so much leave outstanding, if he gets a job that he needs a second person for he gives us a call, or I'll do, like, afternoon shift and go there and give him a hand before I come to work.</i></p>
<p>Murray's thoughts about why he engages in secondary employment</p> <p><i>It then became a matter of loyalty to the people I was working for. You know, they looked after me when I needed it and then, when they needed me, I was just couldn't say no. It was just simply because they were loyal to me, so I was loyal to them.</i></p> <p><i>I've got two mates of mine who've got their shop and they look after me really well. I just do it for them out of loyalty.</i></p> <p><i>I say "loyalty" because the people I do it for now are the only ones I will do it for because I don't have to, but it also – it grounds me.</i></p>

Participants who stated they had a desire to mix with other people who were not police officers in their secondary employment.

<p>Kent's thoughts about why he engages in secondary employment</p> <p><i>It's good to meet different people. It takes you out of your comfort zone, I suppose, because you're so used to meeting the type of people that you meet in police. You meet people out from another world that have travelled and do different work, I think it gives me good exposure and I like listening to their stories and meeting these people.</i></p> <p><i>It gives me outlet, it gives me that break from work, the financial is good, but the reward from the people, you know, makes the job.</i></p>

Peter's thoughts about why he engages in secondary employment
<i>It's just relaxing and it's away from the policing environment and, without being rude to the people I work with, it's away from police.</i>
Murray's thoughts about why he engages in secondary employment
<i>You know, I think we get a bit isolated as coppers. We get that police world. It gives me an opportunity to mix with the general public, general hard workers, and physical labour workers.</i>
Simon's thoughts about why he engages in secondary employment
<i>You get an opportunity to engage and to speak with people that you probably wouldn't get an opportunity to, people who lived out of town, a lot of other shift workers. So personally, it was a huge benefit and work wise, it was equally as beneficial, I would think.</i>

Participants who stated they felt secondary employment assisted them in balancing the negativity they experienced through policing.

Kent's thoughts about why he engages in secondary employment
<i>We don't realise that as police officers, we see one side of the world. It's not the best and it does get you down after a while because that's all we see, is the crap. But I think it's a positive that way because it comes back to – like, I've had a little break.</i>
John's thoughts about why he engages in secondary employment
<i>Yes, I think initially it was – I didn't realise it, but initially getting into that side of things, yes, it was a happy time. I didn't realise the effect it would have on me over the years. It's such a positive thing and, I suppose, six years ago I didn't really realise – or it didn't occur to me that our police work, especially out on the front line, everything's negative. That has had a really good effect over the last few years, as far as being able to meet with people, you know, all walks of life and seeing the positive side.</i>
Ian's thoughts about why he engages in secondary employment
<i>I also found that it was an extremely good way to balance the negativity of say, being a police officer when we're dealing with members of the public. You tend to think that everybody's a shithead because you're dealing with those sort of people on a daily basis.</i> <i>Most people you lock up with a beard are bikies or druggies or whatever, where playing in the band, you know, people with beards and tattoos would come up and appreciate your</i>

music and give you a beer. So it was a good balancer in sort of levelling that out, so putting a bit of a positive spin on people.

Mark's thoughts about why he engages in secondary employment

So to have that sort of contact with people and show that you are human and you're going out there and you're running about with a football and you're in the same environment they are, instead of locking them up inside a police station, it certainly gives you an opportunity to have a bit of an input into – or for them to perceive you in a bit of a different light and it has a bit of a flow-on effect down the track. It maybe generates a little bit more respect.

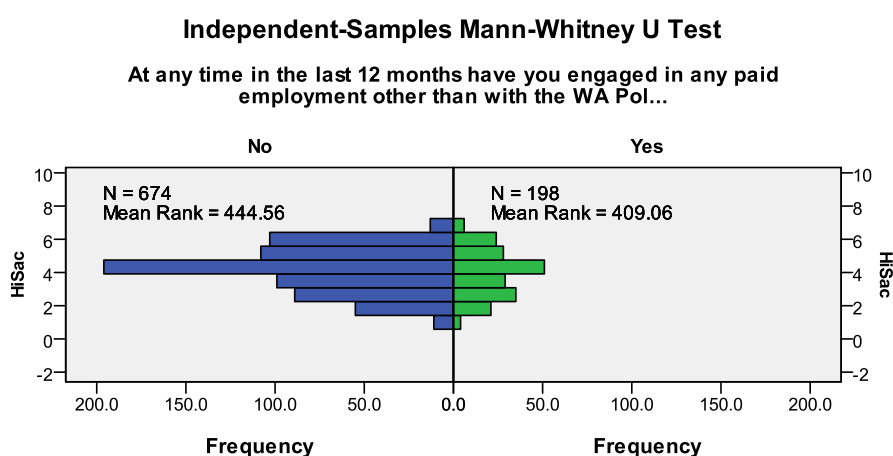
Appendix 13: Additional Mann-Whitney U Tests measuring High Personal Sacrifice (CC:HiSac) and Low Perceived Alternatives (CC:LowAlt).

H4: There is no significant difference of high personal sacrifice (CC:HiSac) between WA police officers who engage in secondary employment and those police officers who do not.

Median CC:HiSac was not statistically different between the group of police officers who engaged in secondary employment (4.00) and the group of police officers who did not (4.33), $U = 72,160.00$, $z = 1.749$, $p = .080$.

Figure

Independent-Samples Mann-Whitney U Test



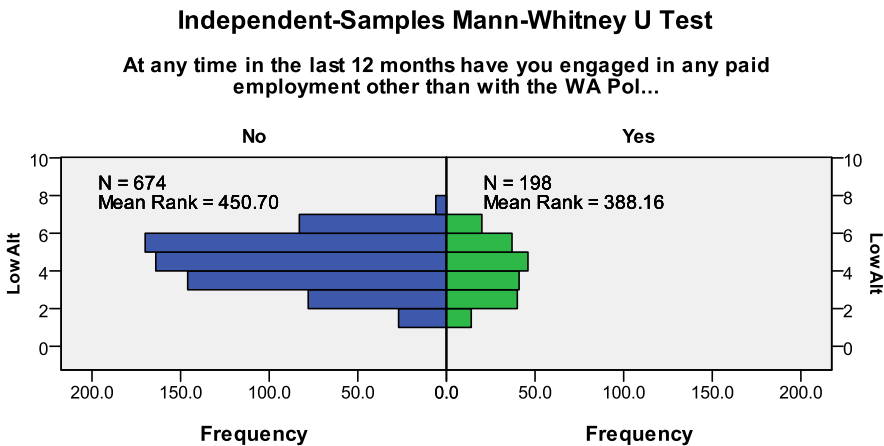
Total N	872
Mann-Whitney U	72,160.000
Wilcoxon W	299,635.000
Test Statistic	72,160.000
Standard Error	3,107.413
Standardized Test Statistic	1.749
Asymptotic Sig. (2-sided test)	.080

H5: There is no significant difference of low perceived alternatives (CC:LowAlt) between WA police officers who engage in secondary employment and those police officers who do not.

Median CC:LowAlt was statistically different between the group of police officers who engaged in secondary employment (4.00) and the group of police officers who did not (4.33), $U = 76,296.50$, $z = 3.079$, $p = .002$.

Figure

Independent-Samples Mann-Whitney U Test



Total N	872
Mann-Whitney U	76,296.500
Wilcoxon W	303,771.500
Test Statistic	76,296.500
Standard Error	3,108.312
Standardized Test Statistic	3.079
Asymptotic Sig. (2-sided test)	.002

Appendix 14: WA Police Secondary Employment Policy

HR-12.00 Secondary Employment

POLICY

It is the policy of the Western Australia Police (WA Police) that personnel must not engage in any paid secondary employment without the approval of the Commissioner of Police or duly authorised Approving Officer.

Statute Law:

Police Act 1892

Police Force Regulations 1979 (Regulation 621)

Public Sector Management Act 1994 (Section 102)

References:

Western Australia Police Code of Conduct

PURPOSE

The purpose of the policy is to:

- Ensure that WA Police personnel do not compromise their ability to discharge the function of their public office by involvement in inappropriate secondary employment.
- Ensure that the health, safety and work performance of all WA Police personnel is not compromised by the involvement of any member in secondary employment.
- Ensure that the involvement of any WA Police personnel in any form of secondary employment does not give rise to a real or perceived conflict of interest between the member's public and private interest.
- Ensure that the involvement in any secondary employment does not detract from the image of the WA Police as an institution of public trust.
- Ensure that all WA Police personnel are aware of their responsibilities in relation to any matter involving an application for secondary employment.
- Provide clear guidelines for determining applications for secondary employment and the conditions and limitations that will apply.

Sub Sections

[HR-12.00.01 Interpretations/Definitions](#)

[HR-12.00.02 Approving Authority](#)

[HR-12.00.03 Guidelines for Approving Officers](#)

[HR-12.00.04 Principles](#)

[HR-12.00.05 Revocation](#)

[HR-12.00.06 Application and Approval Process](#)

[HR-12.00.07 Secondary Employment whilst on Leave](#)

[HR-12.00.08 Secondary Employment whilst on Sick Leave](#)

[HR-12.00.09 Secondary Employment whilst Stood Down](#)

[HR-12.00.10 Roles and Responsibilities of Applicants for Secondary Employment](#)

[HR-12.00.11 Role and Responsibilities of Officer In Charge or Managers in the Application and Monitoring Process.](#)

[HR-12.00.12 Role and Responsibilities of District / Divisional Superintendents or Equivalent Managers in the Application and Monitoring Process](#)

[HR-12.00.13 Role and Responsibilities of Portfolio Heads or Equivalent Managers](#)

[HR-12.00.14 Role and Responsibilities of the Superintendent Internal Affairs](#)

[HR-12.00.15 Role and Responsibilities of Assistant Commissioner \(Professional Standards \)](#)

[HR-12.00.16 Appeal Process](#)

[HR-12.00.17 Role and Responsibilities of Determining Officers](#)

[HR-12.00.18 WA Police Personnel who hold Office in Non Profit Organisations](#)

[HR-12.00.19 Defence Force Reserve, Elections, International Deployment Group etc](#)

[HR-12.00.20 Other Exemptions](#)

[HR-12.00.21 Application \(Secondary Employment\)](#)

[HR-12.22 Register \(Secondary Employment\)](#)

[HR-12.00.23 Bi Annual Monitoring](#)

[HR-12.00.24 Bailiff and Assistant Bailiffs](#)

HR-12.00.01 Secondary employment Interpretations and Definitions

Approving Officer

Means WA Police personnel who are, by their office, duly authorised by the Commissioner of Police to approve applications for secondary employment.

Conflict of Interest

Private interests of members cannot conflict, or be perceived to conflict, with their public duty. Also refer to the 'Conflict of Interest' and 'Your Private Life' provisions of the WA Police Code of Conduct.

Exceptional Circumstances (in relation to High Risk Secondary Employment)

Means where there is no risk of a real, perceived or potential conflict of interest for the member or the WA Police, or where there is no risk that the acts or omissions of a member in relation to their secondary employment will be subject to scrutiny by a statutory or regulatory body.

High Risk Secondary Employment

Means secondary employment in any of the following areas:

- *Employment that will be conducted wholly or in part, overseas*
- *Auctioneers*
- *Bailiff Duties*
- *Bookmaking*
- *Casino or gaming*
- *Debt collection (other than Bailiff Duties)*
- *Driving instruction*
- *Finance Brokerage*
- *Horse, trotting or greyhound racing*
- *Inquiry agents, insurance industry (assessment, agents and sales)*
- *Liquor industry*
- *Motor vehicle sales (new or used)*
- *Passenger vehicle for hire (land, water or air) industries*
- *Private security and or crowd control*
- *Pawnbroking*
- *Process serving (other than Bailiff duties)*
- *Real estate and business agents (Australia or Overseas)*
- *Real estate sales (Australia or Overseas)*
- *Businesses where the primary activity is the purchase, renovation and sale of real estate (Australia or Overseas)*
- *Repossession of hire purchase goods*
- *Second-hand dealers*
- *Security industry (guards and agents)*
- *Settlement Agency*
- *Sex industry (includes escort agencies)*
- *Surveillance operatives*
- *Totalisator Agency Board*
- *Tow truck industry*
- *Work of any nature for legal firms or legal practitioners*

Applications for secondary employment in high-risk areas will only be approved in exceptional circumstances.

Paid employment

Means:

1. Employment where the employee directly receives a financial benefit; or
2. Employment which has the purpose or effect of generating profit, gain or a benefit of any kind in favour of the employee, any other person or company.

Police personnel or member

Means any person bound to serve as a member of the Police Force, on subscribing to the engagement set out in Section 10 of the *Police Act, 1892*, including Aboriginal Police Liaison Officers and Special Constables in the specific employ of the Commissioner of Police, and any public service officers appointed pursuant to the *Public Sector Management Act, 1994*, including any person employed in the WA Police under the employing authority of the Commissioner of Police, pursuant to the *Public Sector Management Act, 1994*.

Secondary employment

Means paid employment (see definition - above) of any kind undertaken by any WA Police personnel that is in addition to their public office.

HR-12.00.02 Secondary Employment Approving Authority

Applications for secondary employment shall be categorised as follows:

1. General secondary employment.
2. Secondary employment with high risk (See [HR-12.00.01](#)). Applications for secondary employment with high risk will only be approved in exceptional circumstances. (See meaning within [HR-12.00.01](#))
3. Secondary employment whilst stood down stood aside or suspended from duty.

District/Divisional Superintendents, Assistant Commissioners/Portfolio Heads or equivalent managers are authorised to approve applications for general secondary employment only.

The Assistant Commissioner (Professional Standards) is authorised to approve applications for general secondary employment, high risk secondary employment and secondary employment whilst stood down, stood aside or suspended from duty.

The Superintendent Internal Affairs Unit is authorised to approve applications for 'Baliff Duties'.

The Executive Director is authorised to approve applications for general secondary and high risk secondary employment for WA Police personnel on paid sick leave.

Applications for secondary employment that are made by a Commissioned Officer shall only be approved by the Commissioner of Police.

HR-12.00.03 Secondary Employment - Guidelines for Approving Officers

Approving Officers must consider each application for secondary employment on its merits and apply fairness and natural justice when determining the application. Whether a decision is fair

and reasonable will depend upon the individual circumstances and whether engagement in the particular outside activities is compatible with the applicant's duties or otherwise detrimentally affects or could affect the WA Police.

In addition to the general conditions contained within this policy, Approving Officers must consider the following:

1. The likelihood of any adverse impact the secondary employment will have on operational capability.
2. The suitability of the applicant to perform the secondary employment applied for taking into account experience, duties, service history, leave history, 4me2achieve etc.
3. The risk of injury to the employee when undertaking the secondary employment.
4. The risk of liability incurred by the WA Police from the officer's secondary employment duties.
5. The extent and nature of public contact involved in the proposed secondary employment.
6. The nature of the business and the public reputation of the proposed employer, co-workers, competitors and customers.
7. The real, perceived or potential for a conflict of interest or any other ethical dilemma.
8. Has the applicant established that a conflict or interest does not exist when applying for high risk secondary employment? The recommending and approving officers should weigh the individual officer's interests against the public interest in ensuring that individual police officers do not compromise the integrity of the WA Police by engaging in secondary employment which is likely to place them in a conflict of interest or provide them with opportunities for corruption.
9. Recognise particular benefits to the member and WA Police (such as - enhancement of skills or development) that would be achieved by the secondary employment
10. The hours of duty being worked in the secondary employment by the applicant, giving special consideration to fatigue management and Occupational Safety and Health issues.

During deliberations an Approving Officer may seek additional advice or information from the applicant or any other appropriate area.

HR-12.00.04 Secondary Employment Principles

The major consideration regarding approval of an application for secondary employment shall be the preservation of the integrity of the WA Police, maintenance of operational capabilities, workplace safety and the avoidance of any real or perceived conflict of interest with police duties and responsibilities.

In every instance, secondary employment will be approved on the following principles:

1. The secondary employment is undertaken in the member's own time.
2. The timing and duration of the secondary employment will not compromise a member's ability to function effectively or interfere with work performance. Neither the combined total of hours worked nor when the work

occurs should render the applicant too fatigued (or otherwise unfit) to complete their rostered shifts and duties. The rostered hours of duty in accord with the relevant industrial agreements have primacy.

3. The secondary employment will not detract from the image of the WA Police as an institution of public trust.
4. Police duty takes precedence over secondary employment.
5. Irrespective of any secondary employment, a member must be available for reasonable overtime, recall to duty and other responsibilities as required.
6. WA Police personnel must not wear any part of their uniform or use any WA Police accoutrements, resources or confidential information in the course of undertaking secondary employment.
7. The secondary employment arrangement is (or will be) covered by workers compensation insurance or some other private insurance.
8. Where an employee suffers an incapacity resulting from the employee engaging in secondary employment, the WA Police may refuse to grant paid leave to the employee in respect of the incapacity or may grant the employee leave at a reduced rate of pay. Refer current Enterprise Agreement for Police Act Employees.
9. An employee who suffers illness or injury resulting from the employee engaging in secondary employment is not entitled in respect of that illness or injury to receive the benefits contained in the current Enterprise Agreement for Police Act Employees.

Breaches of this policy by members engaged in secondary employment will be viewed seriously and may result in revocation, and/or management or disciplinary action.

HR-12.00.05 Secondary Employment Revocation

The Commissioner of Police may revoke any approval for secondary employment at any time when any of the principles are contravened or where, in the opinion of the Commissioner of Police, continuation of that secondary employment is not in the public interest, in the interest of the WA Police or in the interest of the member concerned. Revocations of secondary employment will be monitored and remedial action taken if required.

The office which approved the secondary employment may take necessary interim action including suspension of the approval, pending determination of the revocation process.

HR-12.00.06 Secondary Employment Application and Approval Process

New Secondary Employment Applications

WA Police personnel who wish to engage in secondary employment must make prior application to do so on the appropriate application form (P86) "Application for New/Renewal Secondary Employment Form". ([See HR-12.00.21](#))

Applications for secondary employment should be comprehensive and include sufficient information that will enable the relevant Approving Officer to make an informed decision in relation to the secondary employment. If sufficient detail is not supplied, the application may be rejected.

In applications for high risk secondary employment the onus is on the applicant to show that there are circumstances in their particular case that justify the Approving Officer considering their application favourably and approving their request to engage in secondary employment.

WA Police personnel are not permitted to commence secondary employment until they are formally advised that the application has been approved.

Existing Secondary Employment

Approvals for secondary employment will expire when:

- A member is transferred or promoted; or
- Any aspect of the secondary employment changes. (This includes employment duties, location, employer name, company ownership or any other factor that could render the WA Police employee in conflict with the procedures outlined in this policy); or
- Two years has elapsed from the date of previous approval.

If it is unclear whether (or disputed that) a change to any aspect of the secondary employment may cause an approval to expire, then the issue is to be referred for determination to the office which originally gave the approval.

It is the responsibility of the member undertaking the secondary employment to promptly submit a renewal application when required as detailed in the circumstances outlined above. The member may continue with their secondary employment for a reasonable period until formal advice is received as to the outcome of their new application.

Failure of a member to submit a renewal application within a reasonable time of a change of circumstances or the expiration of two years may result in the secondary employment being suspended or revoked.

Renewal applications for existing secondary employment are to be forwarded to the District/Divisional Superintendent or equivalent manager.

HR-12.00.07 Secondary Employment whilst on Leave

WA Police personnel who seek to commence/engage in secondary employment whilst on paid or unpaid leave are required to seek approval in accordance with this policy.

HR-12.00.08 Secondary Employment Whilst On Sick Leave

WA Police personnel on paid sick leave are not to engage in any form of secondary employment including approved secondary employment. This includes both general and high risk secondary employment.

Refer to Regulation 1305 *Police Force Regulations 1979*, Section 33 (8) of the Western Australian Police Industrial Agreement 2009, [HR-07.23.02 Guidelines](#), [HR-07.04.02.01.03.01 Employee Responsibilities](#) and Section 59 of the *Workers' Compensation and Injury Management Act 1981*.

HR-12.00.09 Secondary Employment whilst Stood Down, Stood Aside or Suspended from Duty

WA Police personnel who are stood down or stood aside from duty with pay and who wish to seek other employment, must obtain approval for that secondary employment from the Assistant Commissioner, Professional Standards.

Suspension (unlike 'stood aside' and 'stood down') sets aside the contract of employment (including suspending of pay). While suspended, members are still bound by their oath and

obligations of office (of Constable). The member's office (of Constable) can only be revoked with the approval of the Minister or the Governor in the case of a Commissioned Officer.

A member who is under suspension without pay will be entitled to apply for approval to engage in secondary employment from the Assistant Commissioner, Professional Standards. Although any such application will be given every possible consideration, the nature of employment sought must not contravene the requirements of any existing Secondary Employment policy.

(See also [AD-68.02.01 Secondary Employment whilst on Suspension/Stand Down](#))

HR-12.00.10 Role and Responsibilities of Applicants for Secondary Employment.

WA Police personnel who apply for secondary employment will:

1. Complete PART A of the ["Application for New/Renewal Secondary Employment" form \(P 86\)](#) in accordance with this policy.
2. Provide a complete and accurate statement of the duties involved in the intended secondary employment.
3. In the case of an application for secondary employment with high risk, demonstrate that the proposed secondary employment does not represent a real or perceived conflict of interest for the applicant or the WA Police. The onus is on the applicant to show that there are exceptional circumstances in their particular case that justify the Approving Officer considering their application favourably and approving their request to engage in secondary employment.
4. Comply with the decision of the Approving Officer.
5. Be fit and ready for work when rostered for duty.
6. Maintain a record of the hours of duty being worked in their secondary employment and produce this as required to their District / Division Superintendent or equivalent manager or other officer nominated by that person.
7. Comply with all aspects of this policy and with any conditions imposed by the Approving Officer when engaging in secondary employment.
8. Take out private insurance or ensure that the secondary employer has workers compensation insurance or similar employee liability insurance to cover the member in the event of a work related injury or illness rendering the member unable to complete their duties with the WA Police. Applicants are required to provide a copy of the relevant certificate or other documentation to prove the existence of current injury / illness insurance to cover their secondary employment.

HR-12.00.11 Role and Responsibilities of Officer In Charge or Managers in the Application and Monitoring Process

Officers in Charge or Managers have the following roles and responsibilities.

Applications

- Objectively assess and make recommendations on applications for general and high risk secondary employment.
- Ensure the applicant has provided all relevant information, particularly full details of the duties to be undertaken in the secondary employment.

- When considering applications for high risk secondary employment ensure that the applicant has shown that there are exceptional circumstances in their particular case that justify the Approving Officer considering their application favourably and approving their request to engage in secondary employment.
- When making recommendations concerning applications for high risk secondary employment, consider the individual officer's interests against the public interest in ensuring that individual police officers do not compromise the integrity of the WA Police by engaging in secondary employment which is likely to place them in a conflict of interest or provide them with opportunities for corruption.
- Complete PART B of the "Application for New/Renewal Secondary Employment" form (P 86) and direct the application form to the relevant District/Divisional Superintendent or equivalent manager.

Monitoring

- Monitor staff engaged in secondary employment under their command to ensure that such secondary employment is performed in accordance with the principles (see [HR-12.00.04](#)), and any other conditions that may be imposed. This should incorporate advice from the 4me2achieve line supervisor responsible for the subject member of staff.
- Bi-annually assess staff engaged in secondary employment under their command by using the tool provided at [HR-12.00.23](#) "Bi-Annual Monitoring Of An Officer With Approved Secondary Employment" and provide this information to their District/Divisional Superintendent or equivalent manager.
- Advise the District/Divisional Superintendent or equivalent manager forthwith when any of the principles or other conditions are not being adhered to.

HR-12.00.12 Role and Responsibilities of District/Divisional Superintendents or Equivalent Managers in the Application and Monitoring Process

The District/Divisional Superintendent or equivalent manager has the following roles and responsibilities.

Applications:

- Objectively assess and make recommendations on applications for general or high risk secondary employment.
- Ensure the applicant has provided full details of the duties to be undertaken in the secondary employment.
- Be satisfied the secondary employment applied for does not have a real or perceived conflict of interest; and does not have the potential to create a conflict of interest.
- When making recommendations concerning applications for high risk secondary employment, consider the individual officer's interests against the public interest in ensuring that individual police officers do not compromise the integrity of the WA Police by engaging in secondary employment which is likely to place them in a conflict of interest or provide them with opportunities for corruption.
- Approve or reject applications for general secondary employment by completing PART B of the "[Application for New/Renewal Secondary Employment](#)" (P 86).

- Ensure appropriate conditions (if any) are endorsed on an approved application for general secondary employment.
- Advise the applicant in writing of the decision to approve or reject an application for general secondary employment; and ensure full reasoning is provided if the application is rejected.
- Ensure a copy of the approved or rejected application for general secondary employment is supplied to the Superintendent in Charge, Internal Affairs for recording purposes.

If a District / Divisional Superintendent or equivalent manager believes based on all the circumstances that an application for general secondary employment should be considered as high risk, the District / Divisional Superintendent or equivalent manager should process it as a high risk secondary employment application.

Secondary Employment with High Risk:

District / Division Superintendents or equivalent managers should consider and make recommendations in relation to high risk secondary employment applications. The application should then be referred to their Assistant Commissioner / Portfolio Head for recommendation and direction to Internal Affairs for further assessment. When Internal Affairs have completed their assessment of the application it will be forwarded to the Assistant Commissioner (Professional Standards) for consideration.

- Complete PART C of an ["Application for New/Renewal Secondary Employment" \(P 86\)](#) by providing detailed information including their recommendation(s), highlighting all action taken to assess any real or perceived conflict of interest. The application should then be forwarded to their Assistant Commissioner / Portfolio Head for recommendation and direction to Internal Affairs for assessment.

Monitoring:

- Maintain a register of all secondary employment undertaken by staff in their District / Division. (See [HR-12.00.22 "District / Division Secondary Employment Register"](#)).
- Ensure staff engaged in secondary employment under their command are reviewed bi-annually by using the tool provided at [HR-12.00.23 "Monitoring Of An Officer With Approved Secondary Employment."](#)
- Reconsider an approval for secondary employment for any officer who has shown a decline in performance or conduct, which is or may be a result of secondary employment.

HR-12.00.13 Role and Responsibilities of Assistant Commissioners/Portfolio Heads or Equivalent Managers

The Assistant Commissioner / Portfolio Head or equivalent manager has the following roles and responsibilities.

- Consider applications and make recommendations for high risk secondary employment by completing PART D of the ["Application for New/Renewal Secondary Employment" form \(P 86\)](#) highlighting all action taken to assess any real or perceived conflict of interest.
- The application should then be forwarded to Internal Affairs for further assessment and referral to the Assistant Commissioner, Professional Standards for consideration.

HR-12.00.14 Role and Responsibilities of the Superintendent Internal Affairs (IAU)

The Superintendent, Internal Affairs has the following roles and responsibilities.

Secondary Employment with High Risk:

- Conduct inquiries considered necessary to assess high risk secondary employment applications.
- Complete PART E of an "[Application for New/Renewal Secondary Employment](#)" (P 86) and forward it to the Assistant Commissioner (Professional Standards) for consideration.
- Advise the applicant in writing via the appropriate Assistant Commissioner / Portfolio Head or equivalent manager of the decision of the Assistant Commissioner (Professional Standards) to approve or reject an application for secondary employment and if an application is rejected, fully explain the reasons.
- Approval of applications for 'Baliff Duties'.

Monitoring:

- Maintain a register of all approved and rejected secondary employment applications.
- Provide advice and assistance to District / Divisional Superintendents (or equivalent managers) and to Regional Commanders / Portfolio Heads (or equivalent managers) on issues relating to secondary employment.
- Cause an annual audit of secondary employment registers held at Districts / Divisions or relevant areas.
- Take proactive steps to detect members suspected of undertaking unauthorised secondary employment or undertaking duties outside the bounds of approved secondary employment or the principles, particularly high risk secondary employment.
- Ensure the secondary employment policy is regularly reviewed.

HR-12.00.15 Role and Responsibilities of Assistant Commissioner (Professional Standards Portfolio)

The Assistant Commissioner (Professional Standards) has the following roles and responsibilities.

- Approve or reject applications for high risk secondary employment.
- Ensure appropriate conditions and timeframes (if any) are endorsed on an approved application for high risk secondary employment.
- Ensure that a copy of the approved or rejected secondary employment application is supplied to the Superintendent in Charge, Internal Affairs, for recording purposes.

HR-12.00.16 Appeal Process

WA Police personnel who have had a secondary employment application rejected or an approval rescinded may lodge an appeal through the In House Grievance System and have the appeal considered by a Determining Officer.

Where a District / Divisional Superintendent or equivalent manager rejects an application, the Determining Officer shall be the Assistant Commissioner / Portfolio Head or equivalent manager.

Where an Assistant Commissioner / Portfolio Head or equivalent manager rejects an application or an appeal, the Determining Officer shall be the Assistant Commissioner (Professional Standards).

Where the Assistant Commissioner (Professional Standards) rejects an application or appeal, the Determining Officer shall be the Commissioner of Police.

The Commissioner of Police shall be the final arbiter in all decisions concerning secondary employment.

HR-12.00.17 Role and Responsibilities of Determining Officers

The Determining Officer will:

1. Give the appellant an opportunity to clearly outline their case for secondary employment.
2. Thoroughly deliberate on all issues associated with the appeal applying the provisions of this policy and the considerations of fairness and natural justice.
3. Formally advise the appellant the outcome of an appeal in writing.

HR-12.00.18 WA Police Personnel who hold Office in Non Profit Organisations (Sporting Clubs, Local Government, Etc)

WA Police personnel who hold office in non profit organisations and who are remunerated by that organisation are required to make application for secondary employment in accordance with this policy.

Holding office in local government (with or without remuneration for that activity) constitutes secondary employment.

An application for secondary employment is not required when a member accepts a civic or honorary position.

However, if the position is with a non profit organisation that engages in activities that fall within an area considered high risk, then advice should be sought from the Superintendent IAU to determine whether secondary employment approval is required.

WA Police personnel who hold office in non profit organisations must be aware of the potential for conflict of interest situations in circumstances where:

1. The organisation may conflict with existing Government or WA Police Policy (e.g. local councils seeking more police patrols).
2. The organisation engages in activities that fall within an area considered high risk (e.g. sale of liquor).

Definitions:

For the purposes of this Section the term:

Remuneration means any form of payment or benefit for services rendered, but does not include honorariums or reimbursement of expenses

Holding Office means nominating for and being elected to a position.

Civic or honorary position means a voluntary position within Local Government or as a committee member, director, president, secretary, etc, of any recreational club, charitable organisation or similar institution when the position does not include remuneration as defined in this Section.

HR-12.00.19 Defence Force Reserve, Elections, etc

An application for secondary employment is not required for work as a member of the Defence Force Reserve or the Australian Federal Police International Deployment Group.

An application for secondary employment is not required for work at polling booths in an official capacity.

HR-12.00.20 Other Exemptions

The procedures outlined in this policy do not apply to:

- Extraneous duties normally associated with the position of OIC of a police station for which payment may be received.
- Casual unpaid work in a small family business that does not contravene this policy.
- Members who employ other members in 'One-off' contracts or arrangements relating to trade related work on their private residence or other private property or vehicle. Members engaging in such activity have equal status, and any difference in rank should not be exploited.

HR-12.00.21 Application (Secondary Employment)

APPLICATION FOR NEW/RENEWAL SECONDARY EMPLOYMENT (P 86)

Secondary employment for employees of the WA Police Service is addressed under the provisions of Regulation 621 of the Police Force Regulations 1979 and [HR-12.00](#) of the Police Manual.

The District/Divisional Superintendent or equivalent manager can approve applications for general secondary employment i.e. secondary employment not in a “high-risk” industry.

Industries considered as “high-risk” are identified at [HR-12.00.01](#) of the Police Manual. Applications for secondary employment in “high risk” industries will only be approved in exceptional circumstances. To manage the risk posed by “high-risk” industries, a higher level of assessment is applied and all of the applicant’s circumstances and service history are considered in determining applications for secondary employment in these industries. This includes the placement of the **onus upon the applicant** to address any real, perceived or potential conflict of interest; and the applicant’s OIC and District/Divisional Superintendent are to make detailed inquiries and address issues that may compromise the applicant’s performance/conduct as an employee of the WA Police.

All applications for secondary employment are based on the *principles* detailed at [HR-12.00.04](#) of the Police Manual. If an employee undertakes secondary employment outside the bounds of the conditions of approval or contravenes any of the *principles*, their secondary employment may be revoked and/or disciplinary action taken.

An employee’s line manager must refer an application for secondary employment in “high-risk” industries to the District/Divisional Superintendent or equivalent manager. The District/Divisional Superintendent or equivalent manager must refer the application to their Assistant Commissioner/Portfolio Head or equivalent manager who, in turn, must refer the application to the Internal Affairs Unit for consideration by the Assistant Commissioner (Professional Standards Portfolio).

PART A

Surname:.....

Given Names:.....

Rank/Level:..... **Registered Number:**

Work Location:.....

Current Working Hours (e.g. day shift; shift work; 40 hour week; 44 hour week):

.....

This is a (Tick whichever is applicable):

New application [] Renewal application []

This application relates to (Tick whichever is applicable):

General employment [] High-risk employment []

Company address:.....

Full details of principals:.....

Details including Name, Rank/Level, Reg Number of any employees of the WA Police employed with the company. (Attach a separate document)

Are you a Director of the Company? (Circle applicable answer) YES/NO

Is any member of your family a Director of the Company? YES/NO
(If yes, provide name and relationship)

.....
.....

OR

Registered Business Name:.....

.....

Are any aspects of the proposed secondary employment subjects to Acts/Regulations enforced by police officers or subject to police approval?

YES/NO

If yes, provide details:

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.....

Have you provided a copy of the relevant certificate or other documentation to prove the existence of current injury / illness insurance to cover your secondary employment?

YES / NO

Is this an application for secondary employment in an identified “high risk” industry? (High risk industries are detailed in HR-12.01 of the Police Manual).

YES / NO (If yes, the next question MUST be answered)

Secondary employment in a “high risk” industry increases the risk of a conflict of interest with the Police Service’s duties and responsibilities. What steps have you taken (as the applicant) to identify and manage those risks? (Attach additional pages if necessary)

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I have familiarised myself with the provisions of the Secondary Employment Policy and the *Principles*. The above statements made by me are true and correct to the best of my knowledge and belief.

.....
Signature of Applicant

Date / /

<p>This application must now be referred through your Officer in Charge/Manager for consideration and transmission to your District/Divisional Superintendent or equivalent manager.</p>

PART B

OFFICER IN CHARGE/MANAGER DETERMINATION – Comments/considerations to support your recommendation

(Attach additional pages if necessary)

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Application: Recommended / Not Recommended

(Circle whichever is applicable)

.....

Name	Rank/Level	Reg No	Signature
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Date	/	/
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DISTRICT/DIVISIONAL SUPERINTENDENT OR EQUIVALENT MANAGER DETERMINATION - Comments/considerations to support your determination

(Attach additional pages if necessary)

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Note: This determination can only be made if the application relates to general secondary employment. If this application relates to secondary employment with “high risk” as defined at HR – 12.01, proceed to and complete PART C.

Application: Approved / Not Approved

(Circle whichever is applicable)

.....

Name	Rank/Level	Signature
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Date	/	/
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PART C

THIS PART IS TO BE COMPLETED BY THE DISTRICT/DIVISIONAL SUPERINTENDENT OR EQUIVALENT MANAGER WHEN THE APPLICATION CONCERNS SECONDARY EMPLOYMENT WITH A “HIGH RISK” AS IDENTIFIED IN HR-12.00.01 OF THE POLICY.

Provide detailed information including recommendation(s) regarding this application. Highlight all action you have taken to assess any real, perceived or potential conflict of interest. (Attach additional pages if necessary)

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Application: Recommended / Not Recommended
(Circle whichever is applicable)

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Name	Rank/Level	Signature
Date	/	/

As this application concerns a “high risk” industry as identified in the Secondary Employment Policy, it must now be forwarded to your Assistant Commissioner / Portfolio Head or equivalent manager for further consideration.
--

PART D

THIS PART IS TO BE COMPLETED BY THE ASSISTANT COMMISSIONER / PORTFOLIO HEAD OR EQUIVALENT MANAGER WHEN THE APPLICATION CONCERNS SECONDARY EMPLOYMENT WITH “HIGH RISK” AS IDENTIFIED IN HR-12.00.01 OF THE POLICY.

Provide detailed information including recommendation(s) regarding this application. Highlight all action you have taken to assess any real, perceived or potential conflict of interest. (Attach additional pages if necessary)

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Application: Recommended / Not Recommended
(Circle whichever is applicable)

.....

Name	Rank/Level	Signature
Date	/	/

As this application concerns a “high risk” industry as identified in the Secondary Employment Policy, it must now be forwarded to the Internal Affairs Unit, Professional Standards Portfolio for further consideration.

PART E**INTERNAL AFFAIRS UNIT ANALYSIS AND ASSESSMENT**

Based on the Internal Affairs Unit's probity assessment and risk analysis:

[] Nothing gives cause for this application to be declined.

[] This application should be declined.

.....

.....
 Name

Rank/Level

Signature

Date

/ /

PART F**ASSISTANT COMMISSIONER (PROFESSIONAL STANDARDS)**

(Attach additional pages if necessary)

[] Approved

[] Declined

Comments

.....

.....
 Name

Rank/Level

Signature

Date

/ /

<p>The applicant is to be advised in writing of the decision. If the application is declined, written reasons for this decision must be provided.</p>
--

Appendix 15: Approval to use WA Police Secondary Employment Policy in research.

Hamish

Permission to use the WAPol Secondary employment policy as an appendix to your research paper is approved.

Best regards

FJ (John) Brandham | Detective Superintendent | Internal Affairs Unit | Western Australia Police | P [08] 92231001 | M 0417 995 380 | Email john.brandham@police.wa.gov.au

Good morning

Please see the message below from Inspector McKenzie regarding his use of the Secondary Employment policy. As you are the owners of the policy, can you please make a determination on his attachment of the policy to his PhD thesis submission?

The use of the policy document IS supported by the Corporate Research Unit, subject to your approval. If you could escalate this inquiry to the relevant person and respond to me, I will forward your response to Inspector McKenzie.

Many thanks.

Maggie Plumb

Acting Executive Manager
Corporate Research
Policing Improvement Division
Western Australia Police

From: MCKENZIE Hamish [PD07573]
Sent: Thursday, 25 February 2016 2:08 PM
To: Academic Research SMAIL
Subject: Permission to use corporate policy information

Good afternoon,

I am currently undertaking my PhD titled:

Secondary employment by Western Australia police officers: Factors influencing multi job-holding and the relationship to organisational commitment.

Your office is aware of this and has previously assisted in distributing a survey during the quantitative phase of my research. I am aiming to submit my dissertation in July this year.

As the research focuses on secondary employment and is referenced throughout my study, I am seeking permission to attach the WA Police secondary employment policy HR.12 as an appendix.

Can you please advise if you can assist in arranging permission for this.

Kind regards

Hamish McKenzie | Inspector | Assistant District Officer | Goldfields-Esperance District | Western Australia Police | 157 Forrest Street, Kalgoorlie 6430 | Western Australia
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